



**Southwest  
Missouri  
Official  
WIA 2-Year  
Plan**

**Southwest Missouri  
Workforce Investment Board**

**[www.workforcezone.net](http://www.workforcezone.net)**

# Southwest Missouri Workforce Investment Act Two-Year Plan

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### Attachments to the Local Plan:

1. Comprehensive One-Stop Centers & Affiliate Sites
2. Local WIB Membership List
3. Local WIB Bylaws
4. Complaint & Grievance Guidelines
5. Planning Budget Summaries
6. Memorandum of Understanding
7. Performance Improvement Update
8. Copy of Public Notice
9. Public Notice Distribution to Diversified Organizations
10. Copy of Public Notice Newspaper Proof of Publication
11. Final Negotiated WIA Performance Measures for Southwest Region

## Statement of Joint Submission

September 29, 2005

Attention Planning and Research Section  
Missouri Division of Workforce Development  
P.O. Box 1067  
Jefferson City, MO 65102-1067

Greetings from Southwest Missouri!

In follow-up to our correspondence of August 31st, the Southwest Region Workforce Investment Board and the Consortium of Chief Local Elected Offices are pleased to jointly submit the WIA 2-Year Compliance Plan for state approval and local implementation.

The Workforce Investment Board gave unanimously approval to the plan at their meeting on September 28th. Likewise, the Consortium of Chief Local Elected Officials unanimously approved the plan at their meeting on September 29th.

All required elements have been thoroughly considered and addressed by a large array of individuals from the Board, One-Stop Partners, Local Elected Officials, and community stakeholders from throughout the region.

Respectfully Submitted:



Dean Orem, Chair  
Workforce Investment  
Board of Southwest MO



Jerry Black, CLEO  
Newton County  
Commission



Jasen Jones,  
Executive Director  
Workforce Investment  
Board of Southwest MO

## Section 1) Local WIB's Vision

***The local board's vision for the workforce investment region and how this vision meets, interprets, and furthers the Governor's vision and the national direction***

In its simplest form, the vision of a person for every job and a job for every person is the future desired state of the WIB. Updated in 2005, the Mission Statement of the Southwest Missouri Workforce Investment Board is: ***"To connect businesses with a skilled workforce to create economic vitality for Southwest Missouri."***

The WIB is in the business of human capital. The region's workforce is a valuable human capital asset that fuels the region's business and its economy. As a 501-C-3 non-profit organization, the WIB leverages contracted employment and training grants together with local community resources to enhance human capital and enhance the region's economy.

The best course of action determined by the WIB to reach this vision is to remedy skill gaps and skill shortages throughout the region to enhance the workforce, improve productivity and profitability for business, and further strengthen Southwest Missouri's economy. In partnership with local leaders in business, training, and economic development, the WIB rallied together a task force in 2005 to examine any gaps in skills and supply of the local workforce. Strategies identified by the consortium and fine-tuned by the WIB will guide the One-Stop system in aligning human capital with the demand-driven workforce needs of businesses across the region.

Surveys and focus groups of local business leaders validated the importance of a strong, qualified and available workforce. The WIB's consortium identified issues in the workforce pertaining to both supply (skill shortages) and quality (skill gaps) that bring about both lost opportunities for the future and potential threats to our local economic health of the present.

Out of four general categories studied, local businesses sited soft skills and technical skills as the most critical issues of the existing workforce. Future trends projected by the businesses surveyed indicate that technical skills and basic/thinking skills will be the focus of future needs resulting from economic and technological changes over the next two to three years.

The second general approach to reach this vision is to continue to shift the operational focus of the One-Stop system. Great strides have been made in positioning services to businesses from the One-Stop. Officials with the Missouri Division of Workforce Development have identified this region as one of the leading regions in Missouri for business services. The next step involves implementation of powerful assessment and remediation tools to align the region's human capital to nearly exacting detail of business demand. More detail on this shift is found in Section 5 of this plan.

The revitalization of business services in the One-Stop was greatly enhanced by the WIB's Business Services Outreach and Marketing Plan. Efforts to design the plan began in late 2003 and were launched in mid 2004. The plan itself came in close at second place in a statewide competition of plans from Missouri's fourteen workforce regions.

The initiative marked an extraordinary effort by the WIB to integrate its strategy elements across several different stakeholder priorities. For example, action items designed in early 2004 for the Business Services Outreach and Marketing Plan were designed around priorities of the Missouri Training and Employment Council and emerging efforts of identifying the region's State of the Workforce and Skills Gap issues months before guidance on these two projects were released in 2005. The WIB demonstrated its initiative to integrate strategies and leverage its future way ahead of the overall trend statewide.

Governor Matt Blunt's vision for Missouri's workforce system is to provide a positive environment for current and new businesses to thrive, and thus drive the state's economy. To accomplish this, the Governor recognizes the strong need for education and its impact on providing a highly-skilled workforce for businesses to compete in the global economy.

Governor Blunt's top priorities include emphasizing Missouri as a business-friendly state that develops family-supporting jobs, provides the best education for Missouri's children, and makes state government more efficient and effective at providing services to citizens.

The Governor's vision is mutual with the vision of the Southwest Missouri WIB. Training priorities are better positioned with the demand-driven needs of business under the renewed local vision. Through comprehensive assessment, remediation, and targeted training, human capital supply is better aligned with business demand.

Priorities of the Governor are aligned and evident in the strategies and priorities of the WIB. Through progressive alliances with economic development, the WIB positions its resources to assist local development professionals to retain and attract family-supporting jobs. The Skills Gap Consortium's strategy for outreach to public education will help create awareness among education system leaders of business needs and help align business and education outcomes as closely as possible.

Governor Blunt's Government Reform Task Force received input from the local WIB at a public hearing in July 2005 on how the workforce system can best operate effectively and efficiently with local Workforce Boards at the helm of the system. The responsive and innovative nature of the local WIB will go a long way to implement the task force group's reform recommendations.

The national direction for the workforce system is determined by the U.S. Department of Labor to interpret the vision of the President's administration. Alignment of the national direction is best illustrated in the matrix on Page 6. More detailed information on WIB priorities is included in Section 2. Overarching local strategies may be explored in greater detail inside Section 5.

National Direction of President/DOL	Local WIB Alignment
Implementation of a demand-driven workforce system (preparing workers to take advantage of new and increasing job opportunities in high growth/high demand and economically vital industries and sectors of the American economy)	WIB has established high-growth, high-demand targets (Section 5). WIB strategic goals shift the One-Stop operations to better focus on aligning human capital with business needs through extensive assessment, remediation, and training.
System reform to eliminate duplicative administrative costs and to enable increased training investments	WIB policy requires all system-shared purchasing to take place at the WIB level. Local policy also restricts and monitors administrative spending at subcontractor level to leverage resources for increased training. Selection of contractors is prioritized based on capacity for in-kind contributions to reduce administrative overhead.
Enhanced integration of service delivery through One-Stop delivery systems nationwide	As detailed in Section 8A, the WIB will shift from the consortium-style One-Stop Operator to the implementation of an independent operator as state funding becomes available.
A refocusing of the WIA youth investments on out-of-school youth populations, collaborative service delivery across Federal programs, and increased accountability	As detailed in Sections 5 and 8, the WIB's youth focus will shift to out-of-school youth and apply successful strategies to the 17-21 year old population. The Youth Council focus will shift to community-based integration for the out-of-school youth focus as well.
Improved development and delivery of workforce information to support workforce investment boards in their strategic planning and investments; providing tools and products that support business growth and economic development; and providing quality career guidance directly to students and job seekers and their counselors through One-Stop Career Centers	WIB staff executive serves on national task force to implement Local Employment Dynamics and Geographical Information Systems (GIS) mapping tools into the One-Stop system. Local WIB also places priority on partnering with economic development stakeholders to procure additional labor market intelligence through professional psychographic labor studies and extensive surveying of business constituents.
Faith-based and community-based organizations playing an enhanced role in workforce development	Local WIB bylaws and structure will be modified to incorporate public sector positions representing the faith-based community as well as international workforce populations.
Enhanced use of waivers and workflex provisions in WIA to provide greater flexibility to States and local areas in structuring their workforce investment systems	Missouri's newly-approved waiver to allow local regions 10% set-aside flexibility for approved activities and the waiver for up to 100% funding transfers between the Adult and Dislocated Worker programs will be highly leveraged in the Southwest region to launch new projects and attain strategic goals identified in the plan. The local WIB also values flexibility and responsiveness and will pursue appropriate waivers as needed at the state and national levels in order to meet innovative goals.
Reporting against common performance measures across Federal employment and training programs	The Southwest region will continue to utilize its performance matrix management system and will make appropriate adjustments to the matrix to incorporate common measure provisions.

## Section 2) Local Workforce Investment Priorities

*The workforce investment needs of businesses, job seekers, and workers in the local area, and how those needs were determined*

Four main strategies have been identified by the WIB for overall needs of the One-Stop system, including the business, job seeker, and incumbent worker populations.

1. Improve Basic/Soft/Technology Skills of Job Candidates (Youth and Adult) to ensure quality of new hires, reduce turnover, increase job satisfaction, and business customer satisfaction
2. Improve Basic/Soft/Technology Skills of Incumbent Workers to ensure high quality workforce, reduce turnover, increase productivity, increase job satisfaction, promote upward mobility, and increase business customer satisfaction.
3. Increase market penetration in high growth, high demand industry clusters with outreach to key businesses
4. Convene stakeholders for an environmental scan of business needs and issues pertaining to international and limited English-speaking workers in Southwest Missouri.

The main WIB strategies center around the eight strategy recommendations of the WIB's Skills Gap and Business Needs Consortium and helps translate the consortium recommendation into specific strategies and priorities for the WIB. More detailed information on the WIB strategies is included in Section 5.

A situational analysis of the state of the region's workforce was completed by the WIB's Skills Gap and Business Needs Consortium in the Spring of 2005.

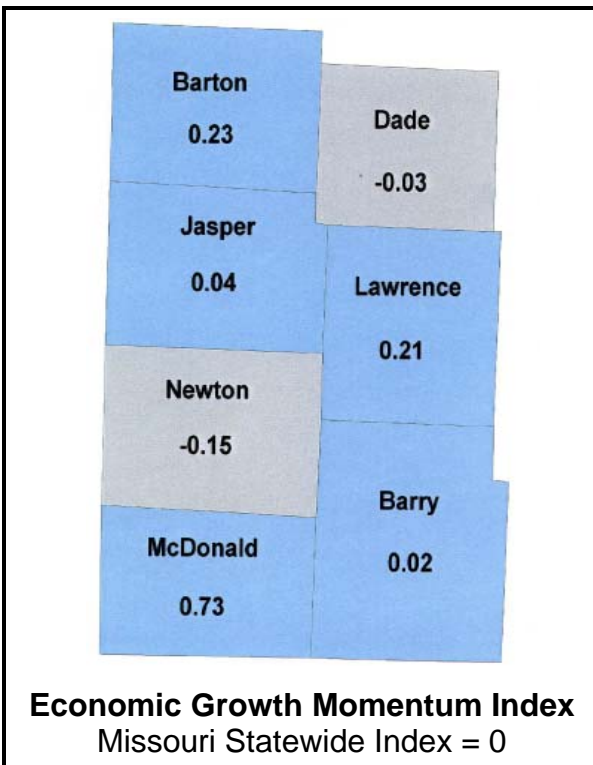
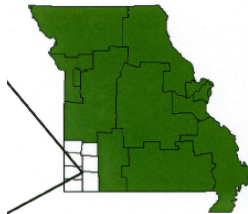
Businesses of various sizes, representing a workforce of more than 13,000 employees from throughout the region, completed a written survey. The surveys analyzed an array of skill needs, hiring practices, and economic impact for the Southwest region. Three focus groups conducted by the consortium helped illustrate the ideal employee, experiences with the migrant workforce, and a gap analysis of employment and training-related services not available within the region. The focus groups produced lively, interactive discussions that enhanced the understanding of the consortium's survey research. More information on the primary research is included in Section 5.

The consortium cited workforce issues with potential risk to the current economy. Employers identified their top three difficulties directly resulting from existing skill gaps and shortages. If seriously neglected, Southwest Missouri is at risk of reductions or closings of companies in order to relocate to other areas that are able to meet their labor quality and supply demands. New job creation and new commercial investment are among the lost opportunities cited by the consortium. Expansion of existing firms, entrepreneurial ventures, and attractions of new companies may be hindered by skill gaps and/or shortages.

## Section 3) Local Structure

**A) The geographical workforce investment area, including the area's major communities, major employers, training and educational institutions in the area (technical and community colleges, universities, etc.), population, diversity of the population, and relevant growth trends.**

At the crossroads of America, the Southwest Missouri workforce investment region comprises the seven counties of Barry, Barton, Dade, Jasper, Lawrence, McDonald, and Newton. The region contains the entire Joplin Metropolitan Statistical Area (MSA) as well as a fast-growing portion of the Fayetteville-Springdale-Rogers, Arkansas MSA.



The region's largest communities reside within the Joplin MSA, including Joplin, Webb City, Carthage, Carl Junction, and Neosho. Smaller commercial communities, such as Lamar, Monett, and Cassville, serve to draw in the region's more rural economies. The most recent U.S. Census added McDonald County as a significant player in the Northwest Arkansas MSA. Fueled largely by Fortune One giant, Wal-Mart, headquartered just south of the region, McDonald County enjoys a growth momentum 73% greater than Missouri's average.

Top employers for Southwest Missouri are broadly characterized as advanced manufacturing, healthcare, retail, transportation/distribution, and the service sectors. The chart on page 15 illustrates the distribution of the region's workforce across various employment sectors. In terms of both wages and significant levels of employment, the top three sectors include healthcare, transportation/warehousing, and advanced manufacturing. Average monthly earnings and new hire earnings are detailed in a chart on page 16.

The only Missourian ever to be elected president was born in the region. Heritage tourism is also heightened by the area's Civil War legacy and Historic Route 66. Lake and river recreation further add to the shopping and cultural amenities for this bustling region. MERIC, the Missouri Economic Research Information Center, says Southwest Missouri has "successfully merged a rich history with a modern education and cultural environment resulting in a great quality of life."



## Sampling of Leading Employers in Southwest Missouri (Employment Size)

Company	Description
Able Manufacturing Corp	Motor Vehicle Body Mfg
Cardinal Scale Manufacturing Co.	Scale & Balance, Except Laboratory, Mfg
Detecto Scale Company	Surgical & Medical Instrument Mfg
Contract Freighters, Inc.	General Freight Trucking
Eagle-Picher Technologies Division	Storage Battery Mfg
EFCO Corporation	Aluminum Extruded Prod Mfg
Fasco Industries, Inc.	Motor & Generator Mfg
Freeman Health Systems	General Medical & Surgical Hospitals
General Mills	Frozen Specialty Food Mfg
George's Poultry Processing	Poultry Processing
Jack Henry & Associates, Inc.	Custom Computer Programming Services

Company	Description
La-Z-Boy Midwest	Furniture
Leggett & Platt, Inc.	Miscellaneous Mfg
Miracle Recreation Equipment	Sporting Goods
O'Sullivan Furniture	Misc Wood Product Mfg
Schreiber Foods	All Other Specialty Foods
Simmons Foods, Inc.	Poultry Processing
St. John's Regional Medical Center	General Medical & Surgical Hospitals
Sunbeam Outdoor Products	Household Cooking Appliance Mfg
Thorco Industries	Showcases, Partitions, Shelving
Twin River Foods	Packaged Frozen Food Merchant Wholesaler
Tyson Foods, Inc.	Poultry Processing
Wal-Mart Supercenter	Department Stores



Southwest Missouri's educational environment is unique in that the region's customized

training entity, the Alliance for Business Consulting and Development, is a collaboration between the region's four-year and two-year institutions. At present, this is the only collaboration of its kind in Missouri.

Missouri Southern State University (MSSU), the region's four-year institution, has cooperative arrangements for masters-level coursework with other regional institutions. From their Joplin campus, MSSU serves six thousand students

throughout Missouri and neighboring states. Crowder College is the region's two-year institution of record. The school's 2300+ students attend the main campus in Neosho and satellite sites in Webb City and Cassville.

The region's five vocational-technical schools serve a total of 29 school districts in Southwest Missouri. They host a wide array of adult education programs including industrial technology, healthcare, business, agriculture, automotive technology, construction trades, and hospitality, among others. Vo-Techs are located in Joplin, Carthage, Neosho, Monett, and Lamar.

Through its collaborative network with Chambers of Commerce and Economic Development organizations throughout the region, the WIB has identified several relevant growth trends impacting the region. These current trends and future projections directly relate to the quality and availability of the region's workforce.

The rise in agricultural-related processing over the past two decades has attracted an increasingly-large migrant workforce to the region. The Hispanic demographic group is the largest minority group in the region and is naturally clustered around agricultural businesses in Barry, McDonald, and Newton Counties. For example, in McDonald County, the Hispanic group comprises 10.44% of the population.

Healthcare is the region's second-largest employment segment. The growth in demand from 1998 to 2008 for Registered Nurses in Southwest Missouri exceeds both state and national projected growth rates.

Ongoing highway expansion and development of infrastructure is continuing to link the economy of the southern part of our region with that of Northwest Arkansas. Once completed, the new U.S. Highway 71 open a full pipeline of economic activity with Northwest Arkansas and provide four-lane interstate-standard access linking Canada with the Gulf of Mexico.

*Sources: Missouri Economic Research Information Center (MERIC)*

### 2004 Population Estimates and Growth

County	Estimated 7/1/04	2000 Census	% Growth
Barry	35,314	34,010	3.83%
Barton	13,070	12,541	4.22%
Dade	7,829	7,923	-1.19%
Jasper	109,460	104,686	4.56%
Lawrence	36,710	35,204	4.28%
McDonald	22,363	21,681	3.15%
Newton	54,775	52,636	4.06%
<b>Total</b>	<b>279,521</b>	<b>268,681</b>	<b>4.03%</b>

### 2000 Southwest Region Ethnic Demographics

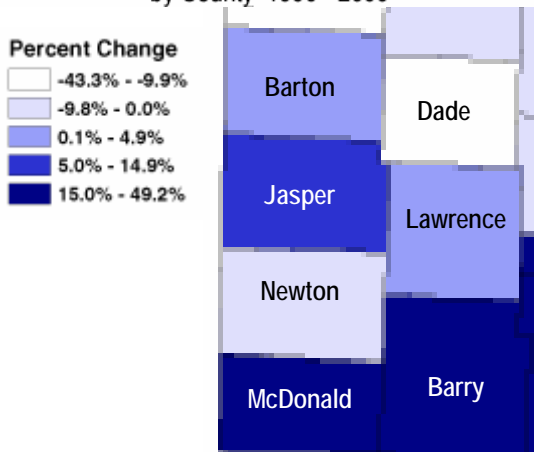
County	White	Black	Asian	Other	Hispanic
Barry	31,999	39	91	1,410	1,713
Barton	12,156	36	35	133	119
Dade	7,721	21	11	75	67
Jasper	96,916	1,551	727	3,148	3,615
Lawrence	33,682	95	79	864	195
McDonald	19,440	38	31	1,457	2,030
Newton	49,068	312	169	1,909	1,147
<b>% of Total</b>	<b>92.24%</b>	<b>0.77%</b>	<b>0.42%</b>	<b>3.31%</b>	<b>3.27%</b>

**3B) The region's economic condition overall and by county; average personal income; number and percent of working-age population living at or below poverty level; unemployment rates for the last five years; major layoffs over the past three years and any anticipated layoffs**

**Individuals Ages 18-64 Below Poverty Level in Southwest Missouri**

County	2000 #	2000 %
Barry	2920	14.9
Barton	813	11.6
Dade	518	11.9
Jasper	8380	13.3
Lawrence	2430	12.2
McDonald	2311	17.7
Newton	3431	11.0
<b>SW Region*</b>	<b>23409</b>	<b>13.4</b>

Percent Change of All Persons Below Poverty in Missouri, by County 1990 - 2000



Sources: Missouri Economic Research Information Center (MERIC); Office of Social & Economic Data Analysis, University of Missouri

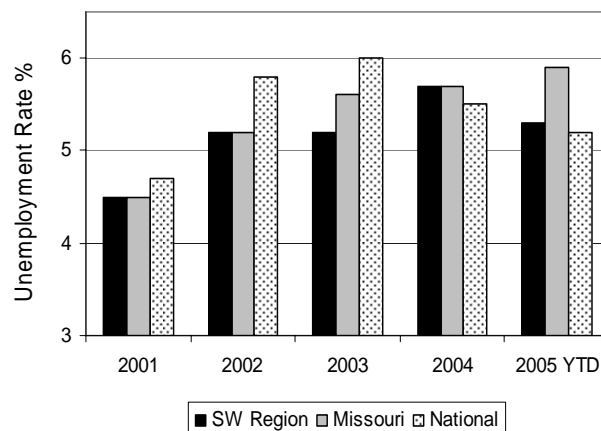
\*-SW Region Total Poverty calculation based on DED Economic Region that also includes Vernon and Cedar Counties

**Per Capita Income & Growth**

County	2001	2002	2003	'02-'03 Growth
Barry	\$20,405	\$21,250	\$21,819	2.7%
Barton	\$21,439	\$20,294	\$21,703	6.9%
Dade	\$21,598	\$20,280	\$22,003	8.5%
Jasper	\$23,772	\$23,513	\$24,176	2.8%
Lawrence	\$17,994	\$19,055	\$19,725	3.5%
McDonald	\$20,591	\$19,774	\$20,395	3.1%
Newton	\$21,510	\$22,948	\$23,489	2.4%
<b>Average</b>	<b>\$21,044</b>	<b>\$21,016</b>	<b>\$21,901</b>	<b>4.2%</b>

**Unemployment Trends**

County	2001	2002	2003	2004	2005 YTD
Barry	4.4	4.8	5.2	5.1	5.9
Barton	3.5	3.9	4.5	5.0	5.1
Dade	4.4	5.1	4.8	5.1	5.6
Jasper	4.1	5.0	4.9	5.1	5.3
Lawrence	4.8	5.1	5.0	4.8	5.3
McDonald	5.1	6.4	6.3	4.9	4.4
Newton	5.1	5.9	5.9	5.3	5.3
<b>SW Region</b>	<b>4.5</b>	<b>5.2</b>	<b>5.2</b>	<b>5.7</b>	<b>5.3</b>
<b>Missouri</b>	<b>4.5</b>	<b>5.2</b>	<b>5.6</b>	<b>5.7</b>	<b>5.9</b>
<b>National</b>	<b>4.7</b>	<b>5.8</b>	<b>6.0</b>	<b>5.5</b>	<b>5.2</b>



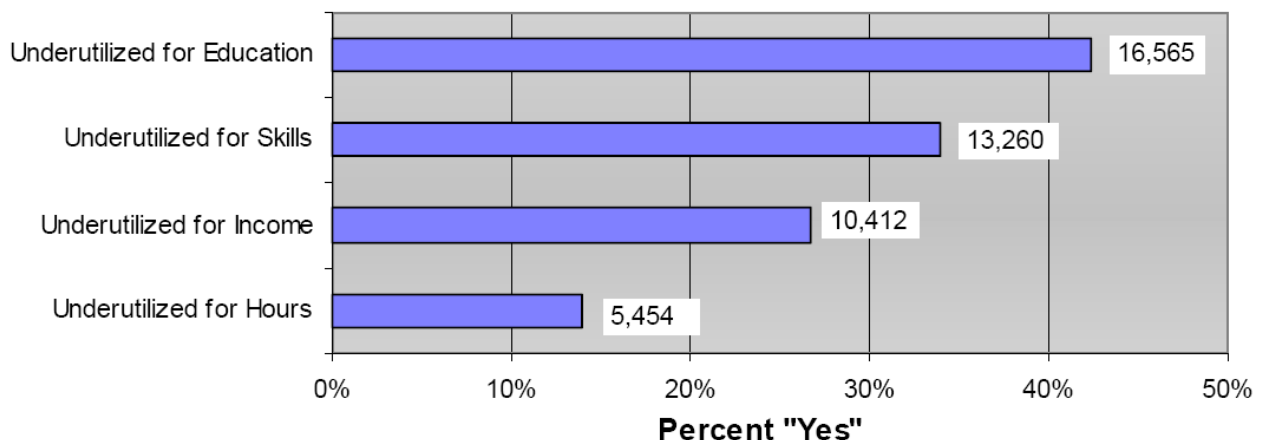
## Underemployment in Southwest Missouri

Access, timeliness, and usefulness of labor market information (LMI) has improved significantly over the past five years. However, LMI alone doesn't fully demonstrate the psychographics of the labor force, such as the perceptions of underemployment and underutilization of the incumbent workforce.

Economic Development and Workforce professionals in Southwest Missouri have been committed to analyze the economic condition of the area's labor force with both LMI and psychographic analysis. In 2001 and again in 2005, the workforce system partnered with the Southwest Missouri Development

Alliance and shared costs in a Labor Availability Analysis.

Produced by the Docking Institute for Public Affairs, the research extensively surveyed local employees to ascertain their status of underemployment and underutilization. Identifying underemployment uncovers opportunities to better utilize local workforce assets. Intelligence gathered from this research will assist the workforce system in designing strategy to improve and leverage the incumbent workforce for retention, expansion, and attraction of key sectors and occupations in the region.



Sampling of Major Layoff Events in Southwest Missouri 2000-Present			
Company	Location	Date	Affected
Harrington Benefits	Joplin	12/29/2000	100
The Berry Company	Joplin	9/7/2001	47
Tri-State Motor Transit (Trism), Inc.	Joplin	1/31/2002	458
Eagle-Picher Technologies	Seneca	7/12/2002	56
Aaron's Automotive Products	Joplin	5/28/2002	228
King Press Corporation	Joplin	6/25/2005	29
Sunbeam	Neosho	1/13/2003	448
Amerisource/Bergen	Joplin	4/18/2003	58
CFM Home Products	Joplin	12/3/2004	173
O'Sullivan Furniture	Lamar	7/11/2005	132

Source: Missouri Division of Workforce Development W.A.R.N. Logs and partial local records

**3C) Process used by local WIB to provide opportunity for public comment and input into plan development**

The following timeline represents events and projects that resulted in input for the local WIA plan:

- December 2003 to May 2004: Partner training and collaboration for development of the Business Services Marketing and Outreach Plan
- February 15, 2005: Organizational Meeting of the Skills Gap and Business Needs Consortium
- February 24, 2005: Input captured with presentation to Four State Health Professions Consortium
- March 8, 2005: Business Focus Group at Neosho, Missouri
- March 10, 2005: Business Focus Group at Webb City, Missouri
- March 24, 2005: Focus Group with Missouri Employer Committee at Joplin Career Center
- March 29, 2005: Presentation/ Discussion with open WIB Meeting
- May 26, 2005: Meeting with Four State Health Professions Consortium to identify career ladder opportunities in health sector
- June 9, 2005: Strategy session with Skills Gap/Business Needs Consortium
- June 28, 2005: Status Report/ Discussion with WIB
- July 27, 2005: Presentations of Skills Gap strategies at Southwest Missouri Workforce Summit; input on strategies gathered from event surveys
- August 25-26, 2005: WIB Strategic Planning Retreat
- August 30, 2005: Meeting of Career Center partners to negotiate MOU and review WIA plan draft

**3D) One-Stop Comprehensive service delivery locations (also included in Attachment 1)**

Joplin Career Center  
730 South Wall Avenue  
Joplin, MO 64801  
Phone: (417) 629-3000  
Fax: (417) 629-3011  
Hours: Weekdays 8 a.m. to 5 p.m.

**3E) One-Stop Comprehensive Partners (also included in Attachment 1)**

- Alliance for Business Consulting and Development: *WIA Youth*
- Lakes Country Resource Center/ Alternative Opportunities, Inc:
  - *WIA Adult & Dislocated Worker*
  - *TANF/CAP Employment and Training services*
  - *TANF Career Pathways*
- Department of Economic Development/Division of Workforce Development:
  - *Veteran's Programs*
  - *Wagner Peyser*
  - *Parent's Fair Share*
  - *Job Corps*
  - *Trade Adjustment Assistance*
  - *Missouri Employment and Training (METP) Food Stamp Program*
- Department of Social Services/Family Support Division: *TANF Income Maintenance*
- Crowder College: *Education Opportunity Center*
- Franklin Tech/Missouri Southern State University: *Education Outreach*
- Joplin R-8 School District: *Adult Education and Literacy*
- Vocational Rehabilitation
- Unemployment Insurance

**3F) One-Stop Affiliated Service  
Delivery Locations (also included in  
Attachment 1)**

Satellite Career Center Location:

Monett Career Center  
309 East Cleveland Street  
Monett, MO 65708  
Phone: (417) 235-7877  
Fax: (417) 236-9467  
Hours: Weekdays 8 a.m. to 5 p.m.

Established WIA Youth Outreach  
Service Delivery Locations:

- Franklin Technology Center  
2020 Iowa Street  
Joplin, MO 64804  
Phone: (417) 625-5260  
Fax: (417) 625-5266
- Lamar Area Vo-Tech  
202 West 7th Street  
Lamar, MO 64759  
Phone: (417) 682-3384  
Fax: (417) 682-3420
- Carthage Technical Center  
609 River Street  
Carthage, MO 64836  
Phone: (417) 359-7026  
Fax: (417) 359-7098
- Southwest Area Vo-Tech  
711 9th Street  
Monett, MO 65708  
Phone: (417) 235-7022  
Fax: (417) 235-8270
- Crowder College  
Technical Education Center  
601 Laclede Street  
Neosho, MO 64850  
Phone: (417) 455-5716  
Fax: (417) 455-5668
- Crowder College AEL Center  
209 McCord  
Neosho, MO 64850  
Phone: (417) 451-5142

Established WIA Adult, WIA Dislocated  
Worker, and TANF Service Delivery  
Locations for Lakes Country:

- 209 McCord Street  
Neosho, MO 64850  
Phone: (417) 592-2755  
Fax: (417) 451-5144
- 400 Main Street  
Pineville, MO 64856  
Phone & Fax: (417) 223-2788
- 128 West 10th Street, Suite #10  
Lamar, MO 64759  
Phone & Fax: (417) 681-0995
- Cornerstone/Bridgeway Plaza  
Shell Knob, MO 65747  
Phone: (417) 858-2887
- 410 West Mt. Vernon Blvd.  
Mt. Vernon, MO 65712  
Phone: (417) 466-7912
- 105 Grand Street  
Greenfield, MO 65661  
Phone: (417) 637-5242

**3G) One-Stop Affiliate Partners (also  
included in Attachment 1)**

- Alliance for Business Consulting and  
Development: *WIA Youth*
- Lakes Country Resource Center/  
Alternative Opportunities, Inc:
  - *WIA Adult & Dislocated Worker*
  - *TANF/CAP Employment and  
Training services*
- Department of Economic  
Development/Division of Workforce  
Development:
  - *Veteran's Programs*
  - *Wagner Peyser*
  - *Parent's Fair Share*
  - *Job Corps*
  - *Trade Adjustment Assistance*
  - *Missouri Employment and Training  
(METP) Food Stamp Program*
- Crowder College: *Education  
Opportunity Center*

## Section 4) Economic & Labor Market Analysis

### ***A) Current and projected employment opportunities for the area.***

The diagrams on pages 16 and 17 of this plan publication identify concentrations of current employment by industry sector and average monthly earnings for both new hires and incumbent workers by occupation segment. The data is sourced from the Local Employment Dynamics (LED) project from the Missouri Economic Research Information Center (MERIC). The most recent LED data at the time of this plan development covered the periods of second quarter 2003 through first quarter 2004. Page 20 summarizes MERIC's Target Missouri II industry targets for Southwest Missouri, which affirms the viability for specific sectors to sustain and thrive in the region.

The Southwest Region Workforce Investment Board is focusing its efforts on three targeted industry segments. Advanced Manufacturing, which utilizes high technology processes, offers a promising future to skilled workers. The Healthcare sector is projected for high demand for both the sector's rapid growth and the need for a new workforce to emerge and replace a large degree of retirements anticipated in the sector. The third targeted sector, Services, is selected for its career laddering opportunities toward management occupations in retail and hospitality.

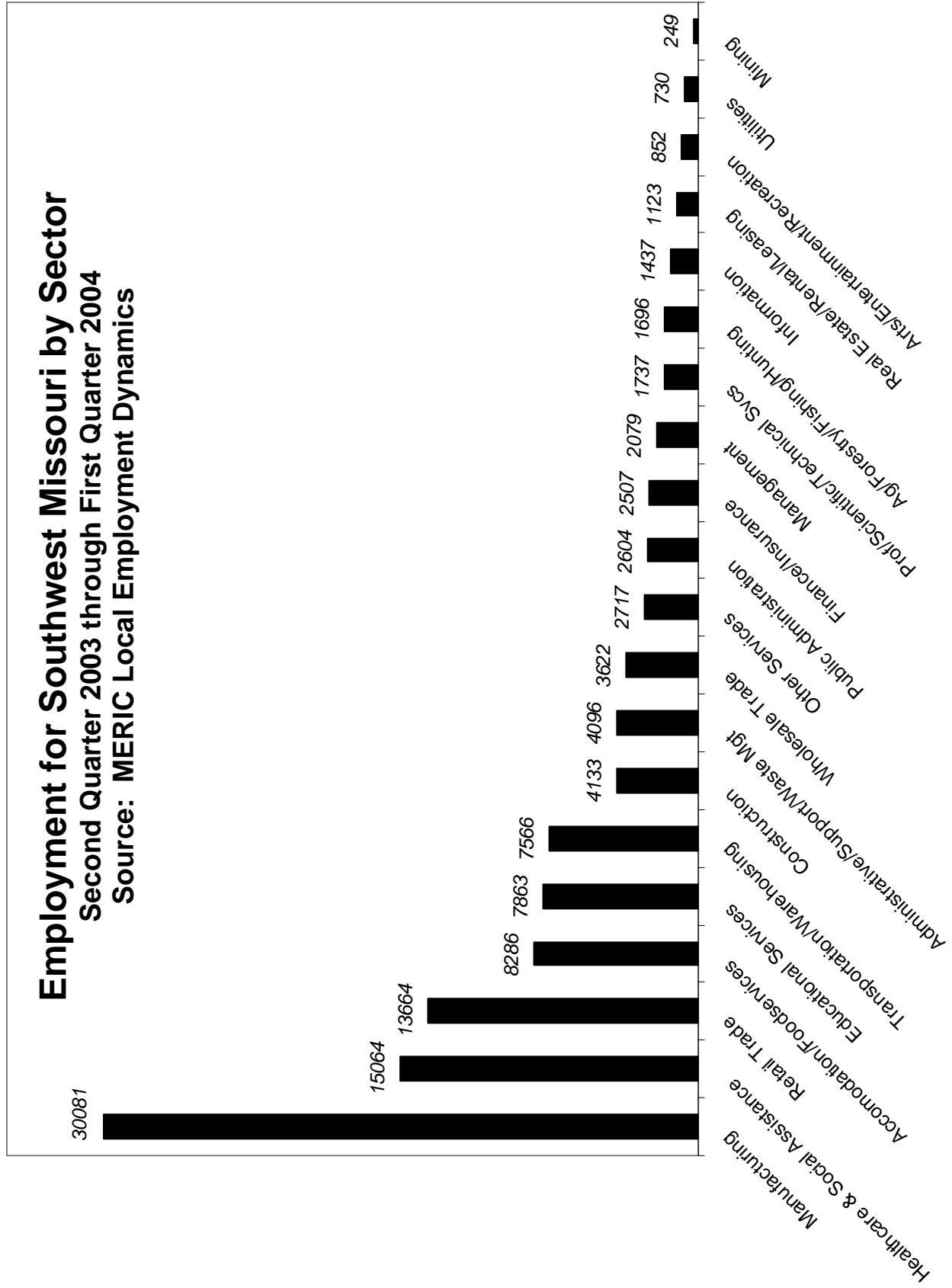
Manufacturing is the top employment sector for the Southwest region. There is a valid concern nationally that manufacturing is in decline and many operations are being outsourced overseas. However, the Southwest region comprises many promising manufacturers that employ high technology processes in desirable environments with attractive wages for the workforce that will meet its needs. As described further in Section 6 of this plan, the WIB intends on earmarking a large majority of the local workforce system's resources on these targeted business sectors. The WIB is committed to leverage the resources for maximum impact in the local economy. Further identification of economic prospects within each sector is needed as strategies are fine tuned for the region.

The Skills Gap and Business Needs Analysis conducted in the Spring and Summer of 2005 has laid a solid foundation for local workforce development strategy. Application of emerging LMI tools, additional environmental scans, further business engagement within each sector over the coming weeks will ensure that strategies are aligned for economic impact in the region.

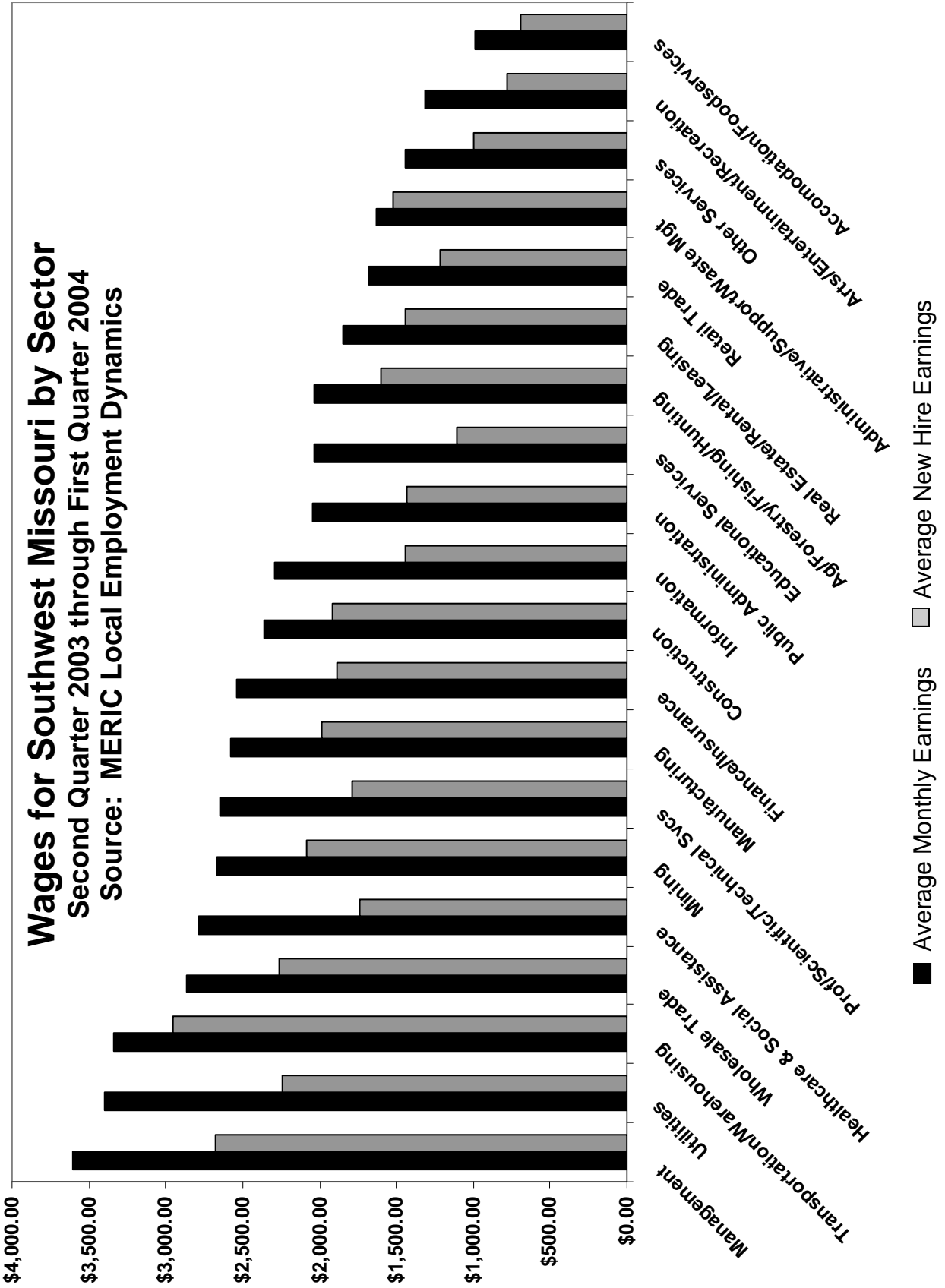
# Employment for Southwest Missouri by Sector

Second Quarter 2003 through First Quarter 2004

Source: MERIC Local Employment Dynamics







***4B) Identification of job skills necessary to obtain current and projected employment opportunities.***

The WIB is in the process of further defining the targeted industry sectors, high-demand occupations within each sector, and the skills required. As detailed in specific strategy in Section 5, the WIB will utilize additional environmental scans to appropriately define these targets.

Information will be provided to One-Stop partners, operators, and program sub-contractors on a timely basis. Updates will be included in future plan modifications as needed. Target Missouri II is available from the Missouri Economic Research Information Center as a general reference to opportunities available.

## Section 5) Overarching Local Strategies

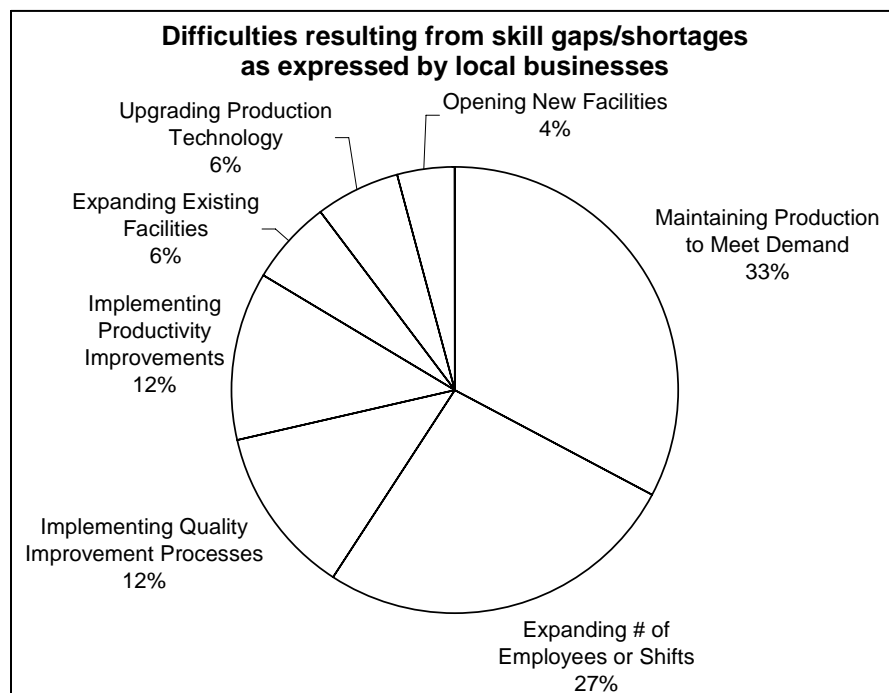
***A) Findings from the Missouri Regional Skills Gap Analysis planning phase as well as local strategies that have been developed for implementing the needed training to fill these skills gaps. Findings include high-growth, high-demand employment opportunities within the region, as defined in the national direction.***

A situational analysis of the state of the region's workforce was completed by the WIB's Skills Gap and Business Needs Consortium in the Spring of 2005. Businesses of various sizes, representing a workforce of more than 13,000 employees from throughout the region, completed a written survey.

Surveys were distributed through focus groups in conjunction with the Alliance for Business Consulting & Development, the Four-State Health Professions Consortium, and the Missouri Employer Committee. The surveys analyzed an array of skill needs, hiring practices, and economic impact for the Southwest region. Three focus groups conducted by the consortium helped illustrate the ideal employee, experiences with the migrant workforce, and a gap analysis of employment and training-related services not available within the region. The focus groups produced lively, interactive discussions that enhanced the understanding of the consortium's survey research.

While Southwest Missouri has many economic strengths and assets, the

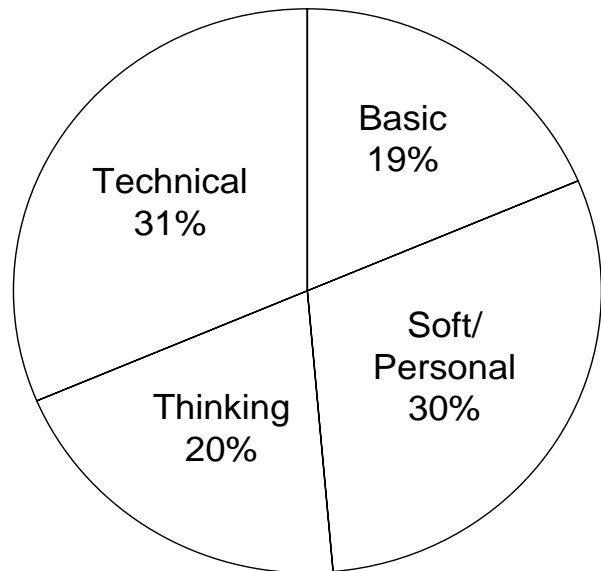
consortium identified workforce issues with potential risk to the current economy. Employers identified their top three difficulties directly resulting from existing skill gaps and shortages. If seriously neglected, Southwest Missouri is at risk of reductions or closings of companies in order to re-locate to other areas that are able to meet their labor quality and supply demands. New job creation and new commercial investment are among the lost opportunities cited by the consortium. Expansion of existing firms, entrepreneurial ventures, and attractions of new companies may be hindered by skill gaps and/or shortages.



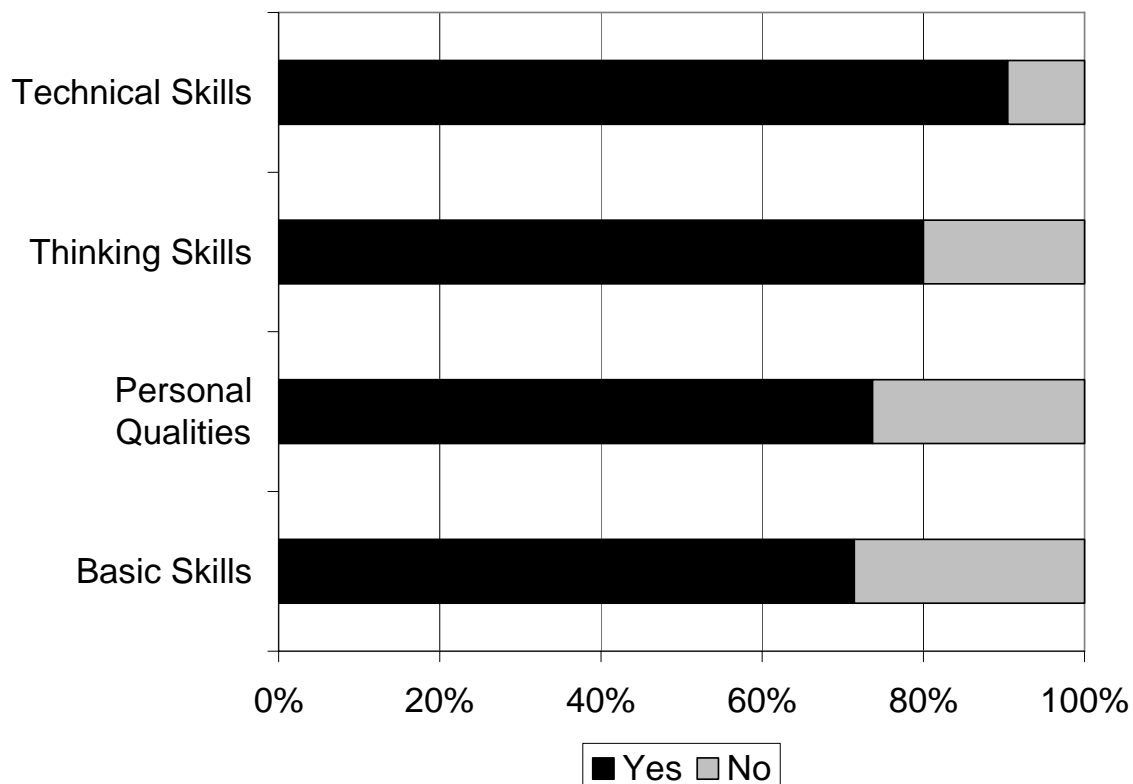
More than two-thirds of businesses surveyed reported that skill requirements have either increased slightly or significantly for their entry-level jobs. The need for additional training for the current workforce is ranked in four general skill categories. Future skill needs resulting from economic or technological changes over the next two to three years were ranked as well.

While each category is significant, the research suggests that Soft skills and Technical skills are the most critical areas of need for the current workforce. Future trends by the respondents indicate that Technical skills will top the list and that Thinking skills will slightly outrank Soft and Basic skill needs. Focus group dialog also strongly supported the Soft skills need.

**Current workforce critical skill needs by category**



**Employees will need training due to technological and economic changes over the next two to three years**



## WIB Strategic Priorities

Four main strategies have been identified by the WIB for overall needs of the One-Stop system, including the business, job seeker, and incumbent worker populations. The first three WIB strategies center around the eight strategy recommendations of the WIB's Skills Gap and Business Needs Consortium and helps translate the consortium recommendation into specific strategies and priorities for the WIB.

**Strategic Priority One:** Improve Basic/Soft/Technology Skills of Job Candidates (Youth and Adult) to ensure quality of new hires, reduce turnover, increase job satisfaction, and business customer satisfaction

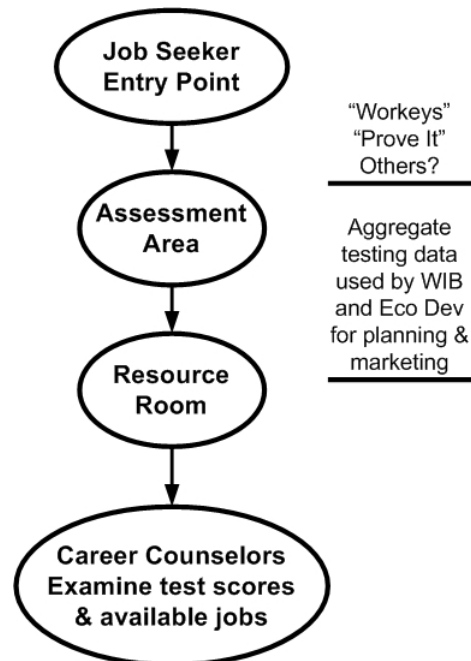
- Convene focus group of industry experts to design/drive the job seeker/incumbent worker changes.
- Develop pre-employment certification
- Develop pre-employment testing
- Provide remedial training for candidates
- Provide targeted training per each sector (see matrix)
- Monitor progress and incorporate continuous improvement as needed

**Strategic Priority Two:** Improve Basic/Soft/Technology Skills of Incumbent Workers to ensure high quality workforce, reduce turnover, increase productivity, increase job satisfaction, promote upward mobility, and increase business customer satisfaction.

- Convene focus group of industry experts to design/drive the job seeker/incumbent worker changes
- Use testing to help business assess skill level of workers
- Provide OJT, Customized Training, Fee for Service training opportunities
- Provide targeted training per each sector (see matrix); Incumbent workers sent by business to Career Center as needed.
- Monitor progress and incorporate continuous improvement as needed

The shift to demand-driven product development of the region's human capital will require a different approach to delivery of core services in the One-Stop Career Centers. For participating employers, only qualified referrals will be made based on employer standards and the job seekers ability to meet those standards based on assessment and/or remediation services to be offered in the Career Centers.

Additionally planning is needed to further define and develop the assessment and remediation process. Nationally recognized and employer-approved testing models, such as Workeys™, Prove It™, or other industry-associated tools would be used. The local WIB envisions a process similar to the following model:



A best practice currently being implemented in the Southeast Missouri region engages members of the Missouri Employer Committee (MEC) to develop the testing standards. The employers have agreed to grant automatic interviews to job seekers that meet the basic criteria and assessment standards in the model.

Extremely valuable labor market intelligence could be mined from the aggregated assessment data to develop a marketable portfolio of the local job seeker population. Such data would provide realistic quantities and qualities of the labor market to assist Chambers of Commerce and Economic Development Organizations in promotion of Southwest Missouri to new and expanding businesses.

The Career Centers and educational partners would provide a blended learning approach to assist in basic skill remediation of the job seeker inventory. Classroom-based and electronic training resources would be deployed in the One-Stop system to prepare the workforce for success.

The WIB has identified four marketable benefits to the pre-employment testing strategies: reduced turnover costs to the employer, increased retention of employees, customer satisfaction for the business, and job satisfaction for the individual. These benefit statements would be quantified for measurement of outcomes for strategies one and two.

The WIB desires to examine emerging employee recruitment methods, such as automated kiosks and electronic

application processes, to ensure that the job seeker population is prepared for modern recruitment systems.

**Strategic Priority Three:** Increase market penetration in high growth, high demand industry clusters with outreach to key businesses

- Convene focus group of industry experts to design/drive the job seeker/incumbent worker changes
- Conduct LMI/Environmental Scan to validate and/or add to targeted sectors
- Develop targets in Healthcare, Advanced Manufacturing, Services (Hospitality and Retail), and others as needed
- Enhance/Improve business outreach to targeted companies
- Assign Business Services staff to build relationships with targeted employers
- Define high-growth/high-demand occupations
- Align training funds to support preparation for work in key occupations
- Monitor progress and incorporate continuous improvement as needed

As stipulated in Section 6, the WIB will earmark and prioritize 80% of available WIA intensive and training resources toward the targeted industry sectors and high-demand occupations effective October 1, 2005. The Business Services Marketing and Outreach operations will continue to work with existing customers and business-based inquiries regardless of sector. However, efforts to target new business customers will be prioritized to the targeted sectors and occupations.

**Strategic Priority Four:** Convene stakeholders for an environmental scan of business needs and issues pertaining to international and limited English-speaking workers in Southwest Missouri.

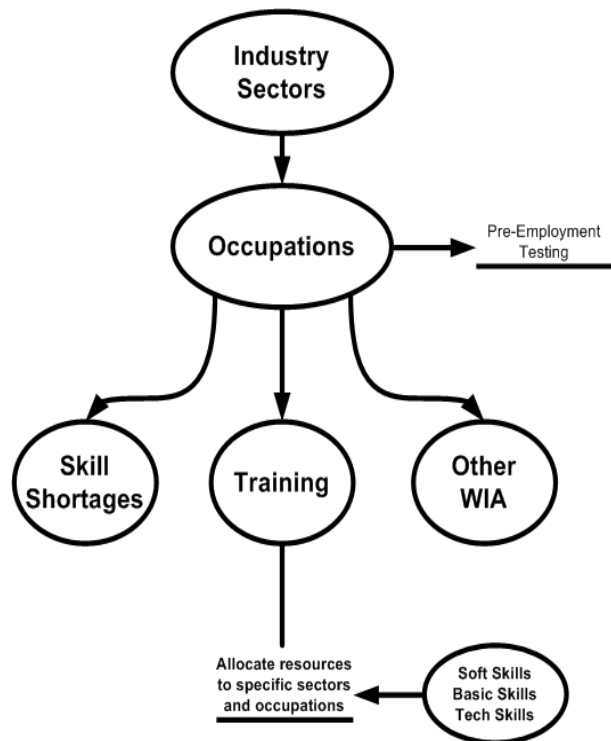
- Convene stakeholders for an environmental scan to define International Workforce Relations (IWR) issues, needs of employers, how to assist employers, identify future/emerging issues
- Balance of common Spanish and ESL so that longer-term skill development focuses on language development of international workers in the region
- Develop leadership skills training for IWRs in team management roles
- Add a position to the Workforce Investment Board for representation of IWR issues
- Position One-Stop centers and service-delivery systems for customer service to international workers and their employers
- Monitor progress and incorporate continuous improvement as needed

Crowder College, a two-year institution with enrollment averaging 2,300+ students annually, is the only two or four-year institution in Missouri actively engaging in community issues of the migrant, undocumented, and/or limited-English-speaking populations. Upcoming efforts from Crowder to engage local businesses on these issues presents an ideal opportunity for the WIB to partner with Crowder on this strategy. The WIB can pair its employer resources together with Crowder's educational and community resources for maximum positive impact on the arena International Workforce Relations issues.

## Skills Gap Consortium Recommendations

The Skills Gap and Business Needs Consortium proposed eight strategies for consideration to better identify and remedy skill gaps and shortages in Southwest Missouri. Two of the strategies, Jobs for America's Graduates and the Healthcare Career Pathways programs, have already received funding and were launched in July of 2005. The remaining recommendations of the Consortium have been incorporated into the WIB's four main strategies and tools and actions to help the WIB meet its goals for the region.

A matrix on the following page demonstrates the application of strategies from the Skills Gap Consortium and priorities and strategies designed by the WIB.



## Strategy Matrix of Skills Gap Consortium Recommendations & WIB Priorities

		Targeted Business Sectors			Skill Gap Needs		
	Strategies:	Adv. Mfg.	Health Care	Services	Soft Skills	Basic Skills	Tech Skills
Skills Gap/Business Needs Consortium Recommendations	Soft Skills Culture Shift	✕	✕	✕	✕		
	Basic Skill Remed.	✕	✕	✕		✕	
	Manufact. Awareness Campaign	✕			✕	✕	✕
	Jobs for America's Grad. (JAG)	✕	✕	✕	✕	✕	
	Healthcare Career Pathways		✕		✕	✕	✕
	Expand Nursing Instruction		✕				✕
	Outreach to Public Education	✕	✕	✕	✕	✕	✕
	Technology Skill Needs Research	✕	✕	✕			✕
WIB Strategic Priorities	Job Candidate Skills	✕	✕	✕	✕	✕	✕
	Incumbent Workforce Skills	✕	✕	✕	✕	✕	✕
	Business Market Penetration	✕	✕	✕			
	International Workforce Relations	✕	✕	✕		✕	



## Summary of Skills Gap/Business Needs Consortium Strategy Recommendations

In response to the situational analysis provided by the State of the Workforce assessment for Southwest Missouri, the consortium has identified and recommended eight strategies for the local workforce system. Many of the strategies are inter-related to one another and will leverage the success of each initiative. These recommendations will be utilized by the WIB and affiliated partners in employment, education, and economic development to design the ideal workforce system and leverage its resources to fuel Southwest Missouri's future prosperity.

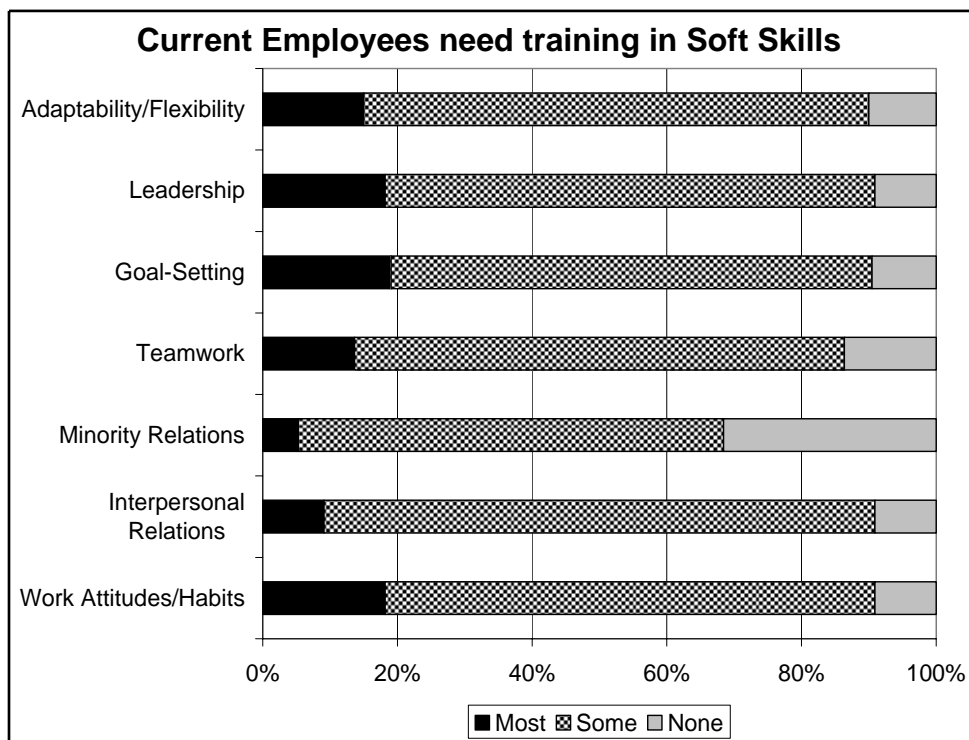
### Shifting Culture to Address Soft Skill Gaps

Seven different soft skill/personal qualities were posed in the survey that probed whether *most*, *some*, or *none* of employees needed training in specific areas. The only factor that didn't exceed the 80% threshold was *minority relations*. All others exceeded 80% of employers stating that either most of some training was needed in a wide array of soft skill/personal quality issues.

Employers that were surveyed and engaged through focus groups felt that the modern generations as a whole no longer

adequately prepare the youth for the workforce. Furthermore, the public education system lacks the capacity for employability skill development at the level needed by today's business community.

Leadership abilities, at both front-line and management levels, play a significant role in either raising or integrating soft skills into the workforce. Private sector consortium members cited a lack in leadership at the top level that would be necessary to model, train, and encourage soft skill improvement throughout the company. While leadership training programs flourish in many of the region's communities, this training is typically aimed at upper management only although it is strongly needed at middle management and front-line levels.



The consortium also probed the issue of accountability at all levels of management for overall performance and return on investment for training resources utilized by companies. Business leaders understand the value of training to varying degrees, but could better position their training resources to specific outcomes. Emerging schools of thought on performance metrics for the functions of Human Resources were discussed both by the consortium and the Missouri Employer Committee focus group.

The consortium was highly intrigued by the works of Jack Stack, CEO of SRC Holdings in Springfield, Missouri. Packaging the success of company turnaround, Stack has authored two best-sellers, *Great Game of Business*, and *Stake in the Outcome*, along with a new business line of human resources consulting and training firm. Key principles from Stack's philosophy center around an innovative approach to soft skills improvement by teaching employees to think and act like owners, measuring goals and accomplishments the same way the financial world does, and gaining respect for all facets of the business as well as the competition.

Exactly how Stack's approach, or others yet to be studied, could be translated to action by the WIB is yet to be determined. WIB strategies one and two address soft skills together with basic and technical skills in a pre-employment assessment and remediation program at the One-Stop level. A project of this magnitude will likely involve pursuing supplemental grant funds for the Workforce Investment Board.

The consortium envisions a pilot project to fund the consultation and training resources (in whole or in part) for select companies. The pilot would identify and equip companies interested in motivating employees through a culture shift that creates a sense of ownership on the job.

Such training to management levels should include concepts to cultivate a learning culture, measure return on investment, and foster accountability for training programs overall. The package might also include train the trainer resources, enhancements to the Career Center workforce readiness curriculum for job seekers, and/or bundling the soft skills training approach with new employee orientations or other general workforce programs.

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### **Basic and Thinking Skills Remediation**

Employers on both the focus groups and the consortium provided background to the WIB on the current state of Basic and Thinking Skills for the existing workforce. As hiring demand exceeded the available supply of workers, less qualified workers were hired in many instances to maintain continuity in operations. The trend seems to be reversing for some companies that have recently implemented tougher hiring standards. While the companies experience challenges in filling the positions, their leadership has committed to balancing the shortages in a shorter-term period with reduced turnover and a better workforce over the long haul.

This intriguing concept presents an even greater need to turn out a higher quality of human capital to meet these increased benchmarks.

The concepts of boosting basic skills in the workforce have been validated extensively on a statewide level through the Missouri Training and Employment Council. Various local initiatives, such as the Tamerica Study of the business climate on behalf of the cities of Joplin and Neosho, has confirmed what the consortium’s survey indicated as well on employer perceptions of Basic Skills and Thinking Skills.

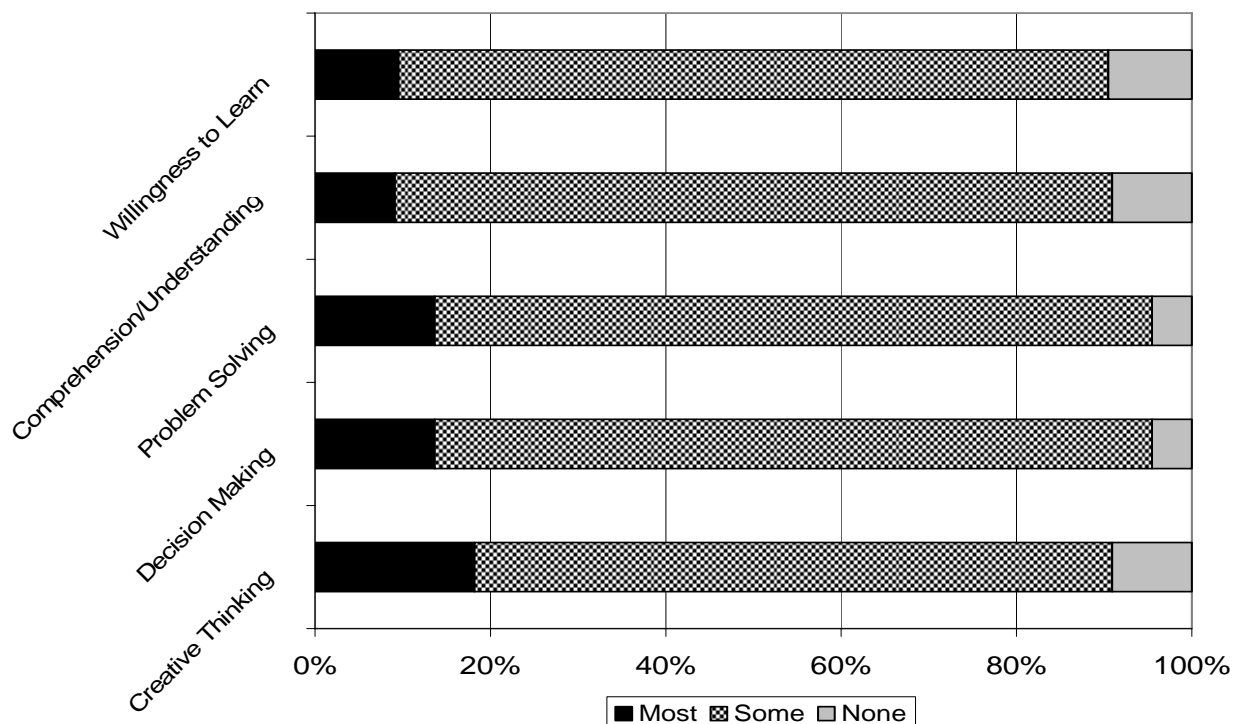
A campaign to motivate the current workforce to improve their basic and/or thinking skills might involve career laddering incentives within companies. As hiring standards continue to rise at select companies, a remediation process

might be a condition of hire that companies could utilize to fill positions while building in a process of remediation on a case by case basis.

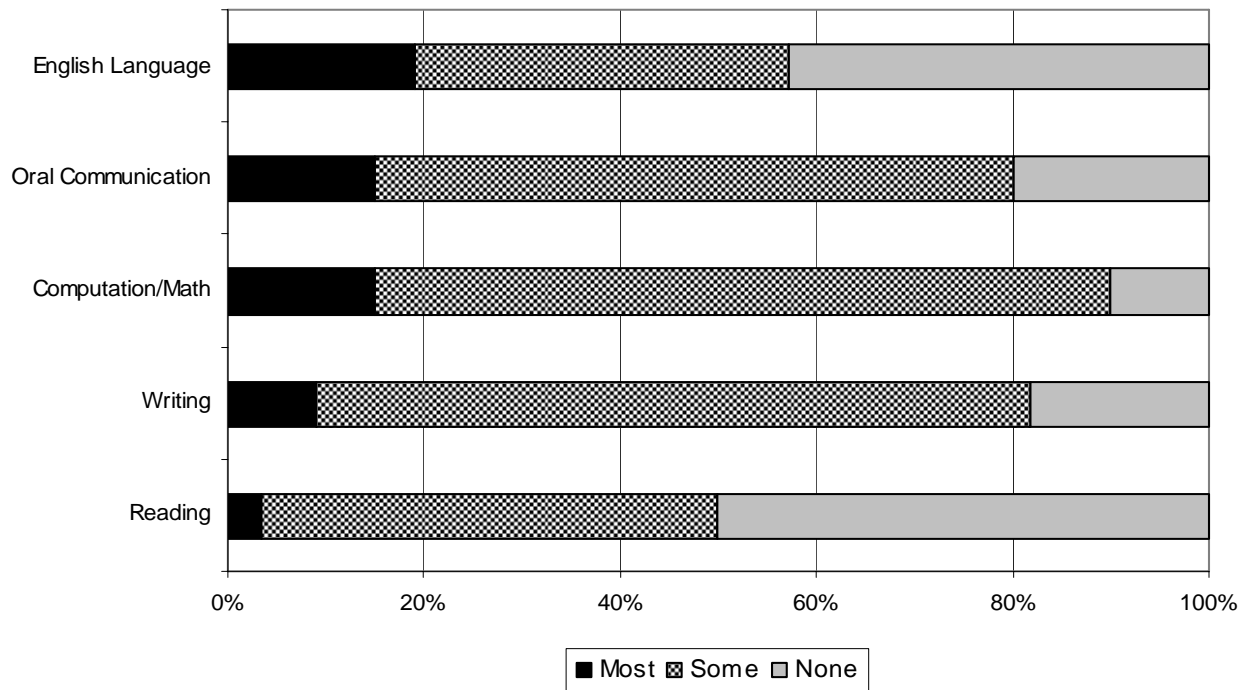
Such remediation activities might include on-site GED classes to attain basic literacy. The consortium also noted that many companies might not be aware of the resources available and recommends that the workforce system increase the level of referrals of consulting and skill remediation services to local employers.

The WIB has expressed, in strategies on and two, that basic and thinking skill improvements will be best leveraged in the One-Stop environment through extensive assessment and remediation. Action items related to this initiative could be applied at the job seeker and incumbent worker population.

**Current Employees need training in Thinking Skills**



### Current Employees need training in Basic Skills



### Manufacturing Awareness Campaign

Manufacturing is major segment of the region's economy. The future of manufacturing prosperity is being pioneered now by companies in Southwest Missouri that are utilizing high-technology processes. It's a natural conclusion that higher skill standards of the region's workforce will be crucial for the sector's success as an economic engine. However, results are mixed on the confidence of the manufacturing sector to find the skilled and unskilled employees they will need over the next two to three years.

The consortium is concerned that public perceptions of careers in manufacturing are driven by outdated notions of old, bottom of cycle processes with low pay, poor working conditions, and low advancement potential. Negative perceptions of manufacturing may often be fueled by parents, educators, and other influences in the lives of youth that

are un-informed about the promising potential of manufacturing careers. Many positive career paths are available in local manufacturing, but today's youth lack the awareness of the opportunities available and skills needed to access these rewarding careers.

The Dream-It! Do-It!® approach is currently being piloted in the Kansas City area. The campaign targets youth with media and encourages students to consider the high-tech and appeal of manufacturing to increase the number of students into the pipeline for future manufacturing careers. The Dream-It! Do-It! package may or may not be an exact match for the strategy needed in Southwest Missouri, but several aspects appealed to the consortium.

The media outreach would ideally target youth, but also residually inform parents, educators, and the community of the role manufacturing fulfills in the economy.

Consortium members viewed this campaign as an excellent opportunity to engage educators and boost the relevance of their curriculum with actual applications in the business world. On-site plant tours for teachers, administrators, and school board members might help align the outcomes of education closer to the outcomes needed by businesses for the future workforce. In-service training for teachers on-site at manufacturing firms would further link important curriculum with real-life business processes.

Diagram 7: Manufacturing's ability to find good *skilled* workers over next 2-3 years

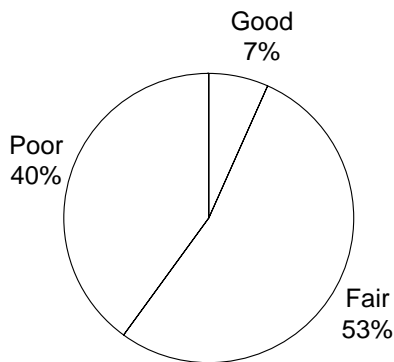
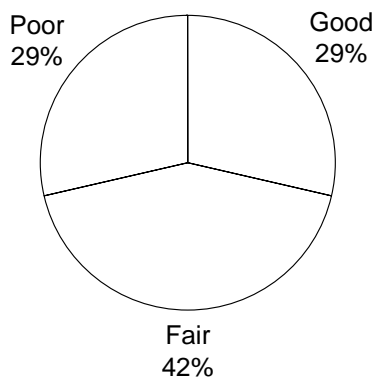


Diagram 8: Manufacturing's ability to find good *unskilled* workers over next 2-3 years



## Jobs for America's Graduates (JAG)

As highlighted in the consortium strategy on Basic/Thinking Skills and further analyzed in the consortium strategy for Education Outreach, hiring standards are on the rise for select businesses in Southwest Missouri. Focus groups specified that high school dropouts are decreasingly meeting the demand of employers. The survey also documented business perceptions in gaps that exist in public education's fulfillment of preparing students for the workforce.

The consortium is aware that at-risk students do not always receive adequate career planning/counseling services and often do not understand the impact that dropping out of high school will have on their career options. Southwest Missouri will be a pilot region for a program that adds resources of drop-out prevention and workplace readiness to core groups of at-risk seniors.

Jobs for America's Graduates (JAG) will be implementing a one-hour elective class with full time instructors in Joplin High School and East Newton High School. Students enrolled in the JAG program will receive intensive case management, workforce readiness preparation, and career planning services. The pilot is being funded by the Missouri Division of Workforce Development and subcontracted to Lakes Country Resource Center through the WIB.

## **Pathways to Healthcare Career Success**

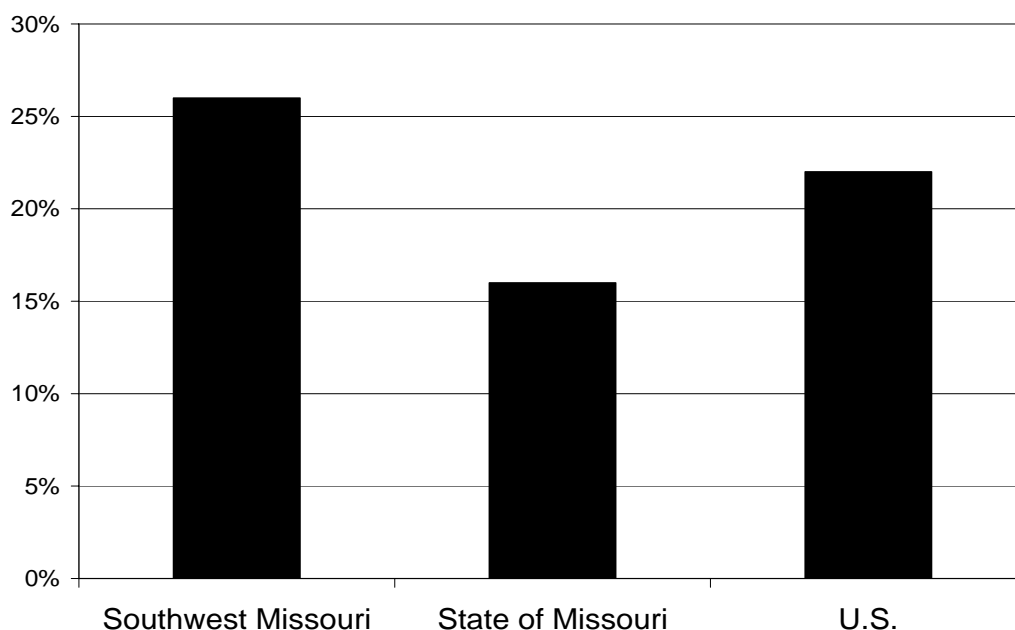
The demand continues to increase rapidly for the healthcare workforce in Southwest Missouri. Healthcare is the third-largest employment segment for the area and the fourth-largest producer of new business growth in 2003. Shifts in demographic trends and continued growth have positioned the region for growth in the healthcare field that well surpasses state and national projections.

The healthcare sector was the fourth-largest producer of new business startups in 2003 and is touted by career planners as the top occupational segment requiring career education or associates-degree level training. The current healthcare workforce built a strong segment for this economic engine. However, this workforce is aging and pending retirements are creating even more openings and demand for

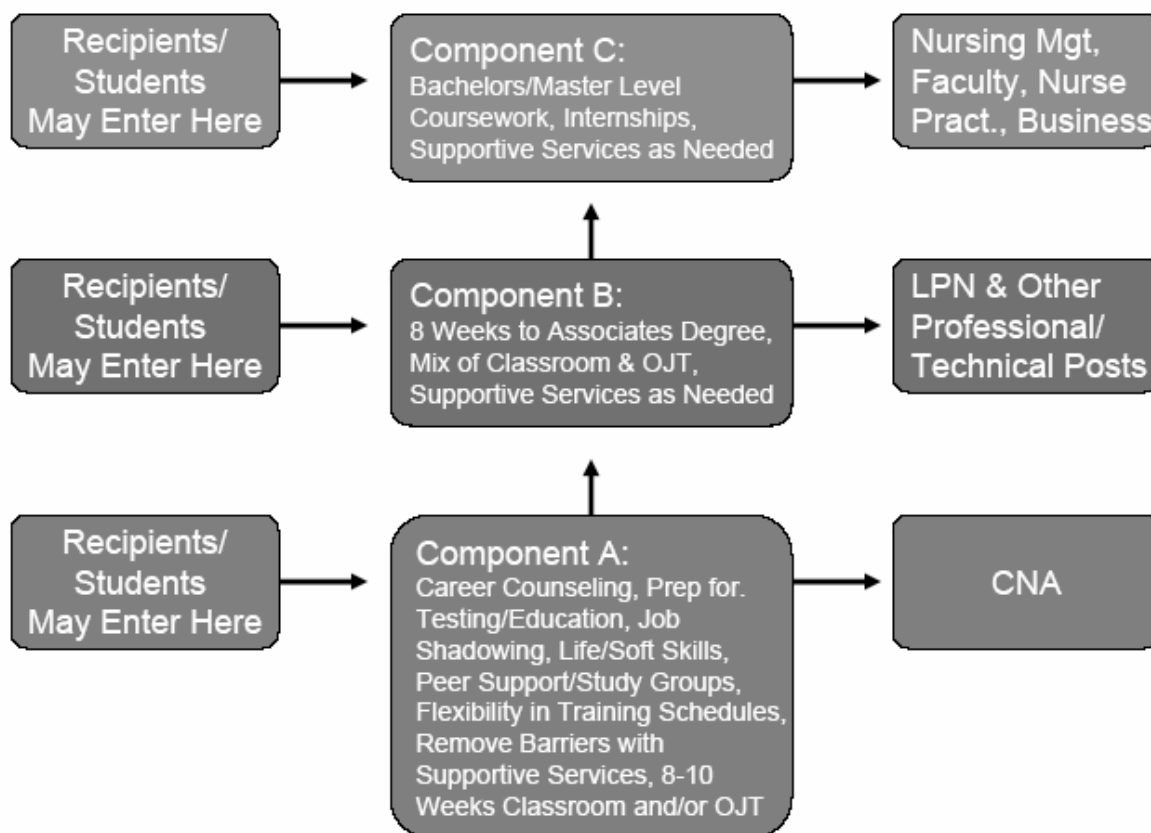
healthcare workers. Consortium members also identified a trend in which students obtain training in the region, but often leave the region for higher-wage employment in larger metro areas in the Midwest.

Career Pathways is a joint effort of local healthcare employers along with local partners of the Missouri Career Center. The career ladder concept prepares individuals for entry-level employment into jobs with strong wage potential and high hiring demand. The career ladder doesn't stop at just training alone. It also provides supportive services, child care or transportation for example, to remove barriers toward successful completion. Peer study groups and advanced vocational counseling also improve the odds of success for the job seeker. Once the first step of the ladder is complete, a job seeker may wish to advance further into higher wage positions with additional training and services as needed.

**Projected Growth Demand for Registered Nurses 1998-2008**  
(Source: Missouri Economic Research Information Center)



## Basic Healthcare Career Laddering Concept for Southwest Missouri



The organizers of the Healthcare Career Pathways are working closely with employers throughout Southwest Missouri that are affiliated with the Four-State Health Professions Consortium. The pathways career ladder considers important issues such as the key entry points for healthcare careers, opportunities for advancement, what skills and qualities are needed at each level, and the demand for employment in specific healthcare jobs.

Missouri Career Center partners joining the Four-State Health Professions Consortium in the Healthcare Career Pathways initiative include Lakes Country Resource Center, the Missouri Division of Workforce Development, Workforce Investment Board of

Southwest Missouri, and educators such as Crowder College, Franklin Technology Center, and Missouri Southern State University.

### Expanding Nursing Instruction

The WIB's Skills Gap and Business Needs Consortium shares a mutual concern of the Four-State Health Professions Consortium to sustain increasing demands for training of future healthcare workers in the region. Recruitment and retention of healthcare faculty is challenging for local educational institutions due to highly competitive wages offered in the private sector.

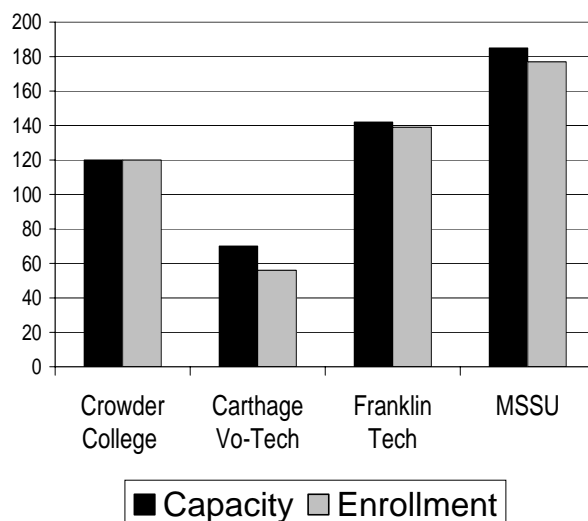
Pending retirements for both healthcare training faculty and the healthcare workforce further creates additional challenges for this issue. The Pathways to Healthcare Career Success program will include a career ladder segment to encourage Masters-level nursing education and faculty positioning from the Bachelors-level LPNs and/or RNs.

Potential strategies for this issue may include the pursuit of grant support to supplement the competitiveness of healthcare faculty wages. Additional research is needed, however, the consortium is committed to progress on this issue and the WIB is aligned closely with the Health Professions Consortium to develop additional strategy.

improvements needed for education to better prepare students for the workforce. More than half of decision-makers seeking expansions or relocations of businesses value the role of public education in the business environment. However, just half view education as a strength of the business climate.

Consortium discussions on this issue centered around the disconnect between mandated and sometimes unrealistic outcomes of public education and actual business needs. As cited earlier in the report, many focus group participants are beginning to toughen their hiring standards, often requiring a high school diploma as a basic minimum credential.

**Capacity and Enrollment of Healthcare Educational Institutions in Southwest Missouri**



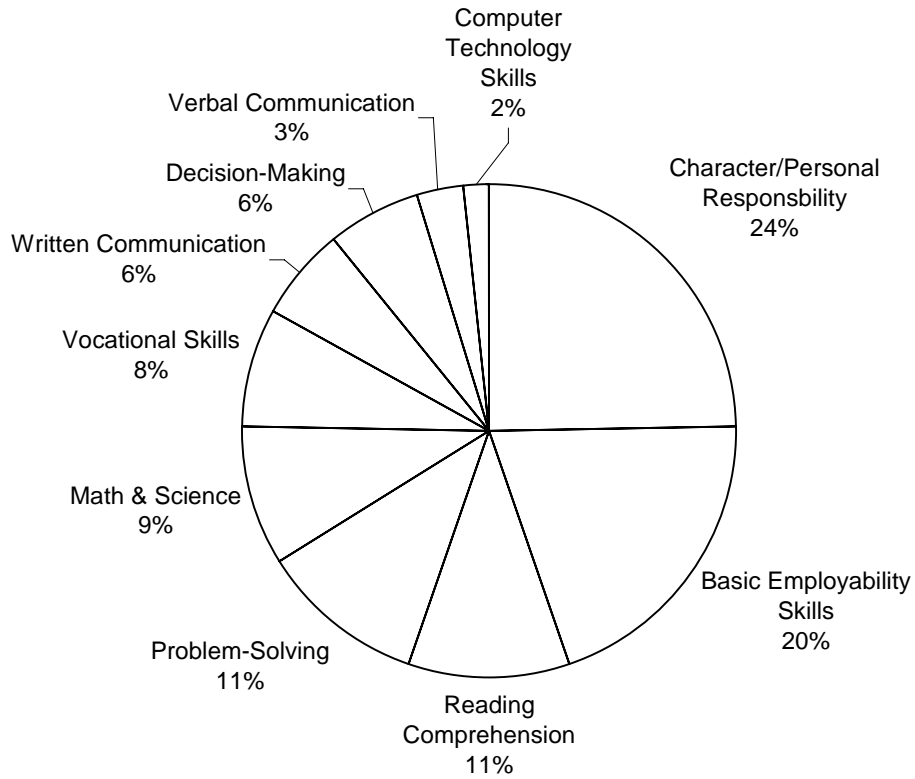
### **Outreach/Awareness to Public Education Regarding Business Needs**

While remaining sensitive to the quality work and challenges faced by public educators, the consortium discussed survey and focus group research on

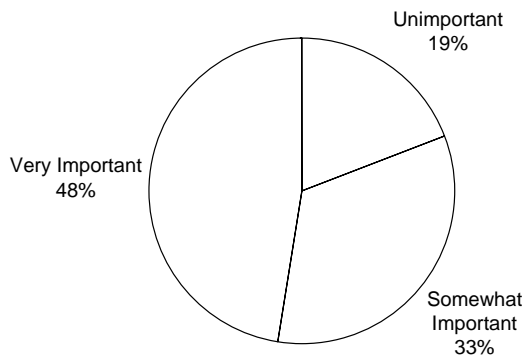
Ideas to align the outcomes and priorities of public education with business workforce needs are evident in other strategies of this report such as the JAG program and proposed plant tours and in-service training for teachers at manufacturing firms. The consortium feels that outreach to increase the awareness of business issues to public education will be helpful. Presentations and informational exchanges with school boards and education associations would be a positive first step. The WIB might also consider creating a position on the board that would represent K-12 education so primary and secondary education issues are at the table as the WIB manages strategy for the region's workforce system. A K-12 rep would be an ideal enhancement to the Board's current Adult Ed and Post-Secondary positions.



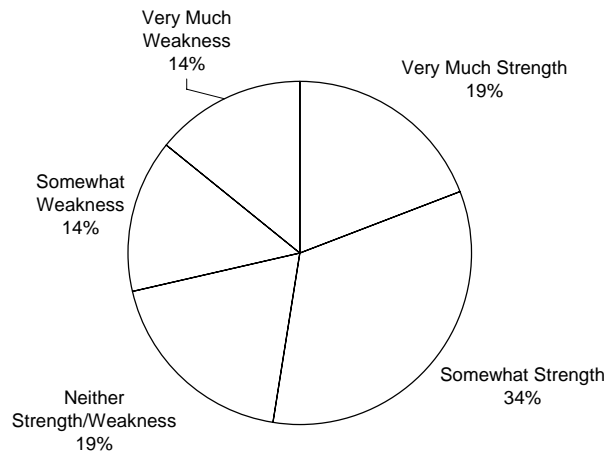
**Gaps in public education's fulfillment in preparing students for the workforce**



**Value of public education to business expansion/attraction decision-makers**



**Public education as a strength of the local business environment**

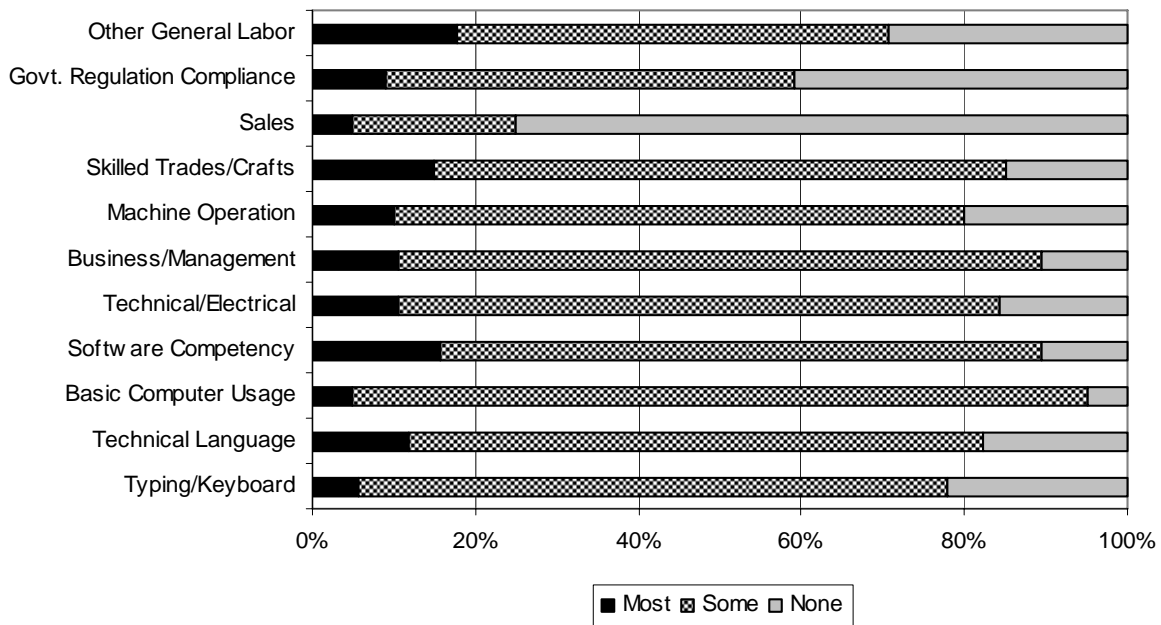


## Additional Research on Technology Training Needs

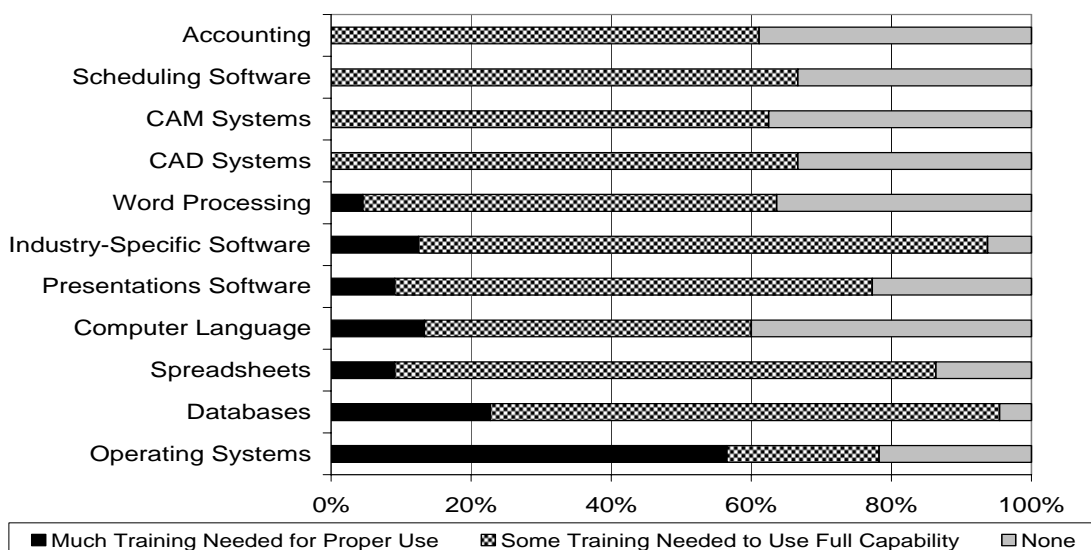
Businesses cited Technology Skills as a priority for future workforce needs over the next two to three years. Current specific software and hardware training needs were cited in the survey. However, the consortium desires more information on specific percentages of a company's workforce would need the

training and what specific skills should be gained. Future research should also demonstrate the portion of a company's process that is driven by computing as well as the potential delivery methods of training beyond classroom only that would better suit the needs of businesses.

**Current Employees Need Technical Skill Training**



**Software Training Needs for Full Utilization**



### **5B) Local WIB policy for providing apprenticeships**

In Program Year 2004, the Southwest Region WIB launched a renewed emphasis for On-the-Job (OJT) training utilizing WIA funding. A large majority of OJT assignments have resulted in long-term placements with positive performance. The WIB will continue to explore the flexibilities of WIA and TANF for OJT to expand the availability of resources for both job seekers and incumbent workers. With this strategy,

the WIB will work with the Bureau of Apprenticeship Training for leveraged resources to enhance local training funds for targeted businesses.

Healthcare along with high-tech aspects of advanced manufacturing are targets under the DOL national direction that match local sector targets and are well suited for apprenticeships for the Southwest Region. The next phase of the Business Services Marketing and Outreach initiative will also allow the WIB to explore apprenticeship opportunities.

## **Section 6) Major Local Policies and Requirements**

### **6A) Identification of the local area's policy for supportive services and/or needs-based payments to enable individuals to participate in Title One activities; how resources and service is managed in the local area; procedures for referrals to services:**

- **How services are funded when not otherwise available from other sources**
- **Services that may be provided**
- **Documentation required for requesting service**
- **Maximum amount of funding and length of time for supportive services or needs-based payments to be available to participants**
- **Procedures established to allow One-Stop Operators to grant exceptions to the limits established**

The supportive services policy for the WIB was updated in March of 2005. The policy establishes local criteria for purposes of defining eligibility for payment of Supportive Service Payments, Needs Based Payments and Individual Training Accounts for employed and unemployed individuals

### **Supportive Services Eligibility**

Adult and dislocated worker funds may be used to provide supportive services to eligible participants who are: [663.805, Section 134(e)(2)]

- Participating in core, intensive, and training services
- Unable to obtain supportive services through programs that provide the requested supportive services; and
- In need of supportive services to enable the individual to participate in core, intensive, or training services.

Counties served are limited to the Southwest Missouri Workforce Region: Barry, Barton, Dade, Jasper, Lawrence, McDonald, and Newton.

Any potential client not residing in one of these seven counties will be encouraged to contact their local One-Stop Career Center. Tier 1 Core services are available and offered to all clients. In those instances when it is more convenient for the client to be served by our region rather than a neighboring region; an agreement can be made between Program Coordinators/WIB Directors of both regions to assist the client.

The definition of a supportive services is generally any type of payment that is necessary to enable an individual to participate in an authorized activity under WIA. In all cases, an Individual Employment Plan (IEP) must contain the need for, and extent of, supportive services to an authorized activity. ***Costs incurred prior to program enrollment are not allowed.*** Supportive Services should only be provided when the service is not available elsewhere, and only under the guidelines and limits that follow:

1. Prior to receiving any Supportive Service payments, all registered clients MUST complete an individualized budget assessment with the assigned case manager. Documentation must be maintained in the case history and participant file.
2. Client must be enrolled in Core Services at minimum before eligible for this supportive service. Job Seekers must provide logs of their job search, with at a minimum, documenting where they went to apply, whom they spoke with, and a phone number in order to be eligible for transportation assistance during the job search (10 per week and 6 in

person). A copy of the search log must be attached to the Supportive Service payment form as well as placed in the participant file. The job search assistance dollar amount to be reimbursed is to be documented in the IEP.

- Job search transportation assistance is limited to 90 consecutive days at \$5.00 per day
3. Client must be enrolled in Core Services at minimum before eligible for this supportive service. Automobile related repairs are limited to **\$500** maximum per program year. Repair costs must be directly linked to an authorized activity. If Client need is above the maximum limit the Career Manager may request a wavier and submit it with proper documentation to the Program Coordinator or the WIB Director for approval.
  4. Client must be enrolled in Intensive Services at minimum before eligible for this supportive service. Rent assistance may be paid **two times** per program year, with a maximum payment of 2 months per disbursement. Request must include a letter of delinquency from the landlord, Lease agreement, and W-9 that is attached to the Supportive Service payment form, as well as a copy maintained in the participant file. Payment of **late fees** or **late interest** charges are non-allowable.
  5. Client must be enrolled in Intensive Services at minimum before eligible for this supportive service. Utilities may be paid **twice** per program year and must have a shut-off notice attached to the Supportive Service payment form and a case note

documenting that the participant is ineligible for assistance through the local Economic Security agency AND FSD energy assistance program.

6. Client must be enrolled in Intensive Services at minimum before eligible for this supportive service. Transportation reimbursements for employment, work-related travel, and / or job-training activities are limited to \$5.00 under 40 miles and \$10 over 40 miles. The mileage is to be calculated roundtrip **FROM** Home to Approved Activity and **FROM** Approved Activity to Home. **NO** exceptions.
7. Client must be enrolled in Core Services at minimum before eligible for this supportive service. Car insurance is limited to the start-up cost and per month premium. No pre-payments of premiums are allowed. Documentation of linkage to an allowed activity must be kept in the participant file.
8. Client must be enrolled in Intensive Services at minimum before eligible for this supportive service. Childcare costs are payable at 100% if there is NO assistance available from another agency. Documentation of need must be maintained in the participant file.
9. Client must be enrolled in Intensive Services at minimum before eligible for this supportive service. Direct work related expenses, such as specific clothing, tools, equipment, etc. are not capped on the monetary amount, but documentation of need from the employer must be contained in the participant file and case noted in toolbox.

10. Client must be enrolled in Core Services at minimum before eligible for this supportive service. Vehicle title fees, tags, and taxes are payable with written statement from the DMV attached to the Supportive Services form and a copy with documentation of need maintained in the participant file.
11. No payment of luxury items including air conditioning for home or vehicles, telephones (non work use), cable, etc are allowed.

In those cases where individuals with other barriers to employment, or other need for Supportive Service payments, have needs which exceed the approved definitions listed above, the Title I program operator may request a waiver to these established criteria from the Program coordinator or the WIB Director. Requests for waiver should be in writing and should include relevant personal information upon which the request is based. If the approval for waiver is granted, the documentation must then be placed in the participant file.

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### **Needs Based Payment Eligibility**

Adult funds may be used to provide needs-related payments to eligible adults who meet all of the following requirements: [663.820, Section 134(e)(3)(A)]:

1. Be unemployed,
2. Not qualify for , or have ceased qualifying for, unemployment compensation; and
3. Be enrolled in a program of training services under WIA section 134(d)(4).

The Needs Related payment is determined as not to exceed the weekly payment not to exceed the LLSIL wage amount applicable to the weekly period.

Dislocated worker funds may be used to provide needs-related payment to eligible dislocated workers who meet all of the following requirements: [663.825]:

1. Be unemployed, and:
2. Have ceased to qualify for unemployment compensation of trade readjustment allowance under TAA or NAFTA-TAA; and
3. Be enrolled in a program of training services under WIA section 134(d)(4) by the end of the 13<sup>th</sup> week after the most recent layoff that resulted in a determination of the worker's eligibility as a dislocated worker, or, if later, by the end of the 8<sup>th</sup> week after the worker is informed that a short-term layoff will exceed 6 months; or
  - a. Be unemployed and did not qualify for unemployment compensation or trade readjustment assistance under TAA or NAFTA-TAA.

The levels of needs-based payments are determined as:

1. For participants who were eligible for unemployment compensation as a result of the qualifying dislocation, the payment may not exceed the applicable weekly level of the unemployment compensation benefit; or

2. For participants who did not qualify for unemployment compensation as a result of the qualifying layoff, the weekly payment may not exceed the poverty level for an equivalent period. The weekly payment level must be adjusted to reflect changes in total family income as determined by the Local Board policies. [WIA sec. 134 (e)(3)(C).]

### **Dental**

Client must be enrolled in Intensive Services at minimum before eligible for this supportive service. Dental services are provided when the need of the client has been proven to be detrimental to the clients health or potential employment. A written request needs to be presented to the Program Coordinator or the WIB Director explaining the situation and the need. Dental services are limited to **\$1000** maximum per program year. If Client need is above the maximum limit the Career Manager may request a wavier and submit it with proper documentation to the Program Coordinator or the WIB Director for approval.

Counties served: Barry, Barton, Dade, Jasper, Lawrence, McDonald, and Newton. Any potential client not residing in one of these seven counties will be encouraged to contact their local One-Stop Career Center. Tier 1 Core services are available and offered to all clients. In those instances when it is more convenient for the client to be served by our region rather than a neighboring region; an agreement can be made between Program Coordinators/WIB Directors of both regions to assist the client.

**6B) Maximum dollar amount of all supportive services combined, per participant**

- Total supportive services per participant should not exceed \$5,000 annually per individual across all categories combined.
- Job search transportation assistance is limited to 90 consecutive days at \$5.00 per day. Automobile related repairs are limited to **\$500** maximum per program year
- Rent assistance may be paid **two times** per program year, with a maximum payment of 2 months per disbursement
- Utilities may be paid **twice** per program year
- Transportation reimbursements for employment, work-related travel, and / or job-training activities are limited to \$5.00 under 40 miles and \$10 over 40 miles
- Childcare costs are payable at 100% if there is NO assistance available from another agency
- Direct work related expenses, such as specific clothing, tools, equipment, etc. are not capped on the monetary amount
- Needs-Related payment is determined as not to exceed the weekly payment not to exceed the LLSIL wage amount applicable to the weekly period
- Dental services are limited to **\$1000** maximum per program year

**6C) Criteria to be used by the local board, under 20 CFR 663,600, to determine whether funds allocated to a local area for adult employment and training activities under WIA sections 133(b)(2)(A) or (3) are limited, and the process by which any priority will be applied by the One-Stop Operator**

The determination that funds allocated to the Southwest Region will be limited is based on the following logic:

- Funds available in the past have not been adequate to meet total demand
- Eligibility for core services under WIA is not contingent upon income, but instead is available to any citizen (or legal alien)
- There is not a substantial increase in funds available for training activities

It is therefore projected that funds will be limited and should be prioritized for suitability to ensure that those “most in need,” and/or, “most likely to benefit,” will receive training assistance.

In any discussion regarding priorities for limited funds for workforce development activities, it must be acknowledged that in a demand-driven system, business services must also be a top priority. Therefore, the WIB intends to utilize ten percent of local formula funds to provide services normally supported as statewide activities, such as incumbent worker training.

Recognizing the priorities stated in WIA, the Southwest Region will make training funds available based on based on two main criteria. Available training funds overall will be budgeted 80% to targeted business sectors and occupations determined annually by the WIB. The

remaining 20% may be allocated outside the sectors, but should be determined by the One-Stop Operator or subcontractor to be an occupation with significant demand and suitability.

The second criteria defines priority of service at the individual level for the available training funds in the Adult WIA program. For Program year 2005, a minimum of 70% of WIA Adult training funds will be allocated to Priority Level One, and a maximum of 30% of Adult training funds will be allocated to Priority Level Two. This ratio will be updated on an annual basis.

#### Priority Level One:

1. An individual who receives, or is a member of a family who receives cash public assistance (TANF);
2. An individual who receives, or is a member of a family who receives or has been determined within the six months prior to eligibility determination, eligible to receive food stamps;
3. A member of a family whose annualized income does not exceed the higher of:
  - a. Poverty guidelines established by the Office of Management and Budget, or
  - b. 70% of the lower living standard income level;
4. A member of a family whose annualized income does not exceed 125% of the lower living standard income level (the "working poor");
5. A customer that does not meet the income criteria, but has a marginal income (\$500 above 125% guidelines for family size) for sustaining self-sufficiency and needs specific training to enter a career with high pay potential for the area.

#### Priority Level Two:

Current employed workers who have received a core service as defined by the WIA may be considered in need of intensive and/or training services in order to obtain or retain employment that allows for self-sufficiency. For the purposes of determining the eligibility of currently employed workers, "self-sufficiency" means identifying any of the following conditions that individually or collectively would impair an employed worker's ability to achieve or maintain self-sufficiency:

- A need for additional training to learn skills to use new technologies and/or processes in order to retain current employment or advance with current employer, such as a Career Pathway. (Skill Acquisition)
- Conditions that require an employed worker's company to retrain its workers to enable the company to be more competitive in the marketplace or to avoid company failure and loss of jobs in the community. (Job Retention)

The following addition to the WIB's self-sufficiency definition will help clarify the exiting of Priority Level Two employed worker participants and should be considered in this plan. Employed worker program participants will be considered to have achieved self-sufficiency and be recommended for exit upon receiving the WIB-approved credential due to the successful completion of the On-the-Job Training.



**6D) Definition of the sixth eligibility criteria for youth, described in WIA section 101(13)(C)(iv) as “an individual who requires additional assistance to complete an educational program, or to secure and hold employment.”**

The Southwest Region’s determination for the sixth eligibility criteria for youth is defined as:

- Targeted industry sector or high-demand occupation as determined annually by the WIB; the youth’s interest in the sector must be documented to prove eligibility

**6E) Definition of how veterans’ priority, as required by Public Law 107-228, will be incorporated into all programs**

Public Law 107-288 requires Veterans’ priority in all programs funded wholly or in part by DOL. For all programs with statutory requirements, veterans will receive priority of service over non-veterans. Referral to the DVOP/LVER will not constitute priority of service. To be eligible for priority of service Veterans must meet all other program eligibility requirements.

When local funds are limited, the Priority of Service determination will be applied according section 6C of the plan.

Veterans will be given priority of service over all non-veterans, without regard to program eligibility, for labor exchange and core services.

**6F) Identification of the funding limit for Individual Training Accounts (ITAs)**

Individual Training Account (ITA) limits have been set by the Local Board policy at \$5,000 for the duration of need for the selected training course or curriculum. ITA must include documentation to include hotlink from toolbox to prove DESE approval of training site / program. Labor Market information needed as well to prove high demand occupation. Training program must be job specific.

If Client need is above the maximum limit the Career Manager may request a wavier with proper documentation from the Program Coordinator or the WIB Director if the budget allows. Counties served: Barry, Barton, Dade, Jasper, Lawrence, McDonald, and Newton. Any potential client not residing in one of these seven counties will be encouraged to contact their local One-Stop Career Center. Tier 1 Core services are available and offered to all clients. In those instances when it is more convenient for the client to be served by our region rather than a neighboring region; an agreement can be made between Program Coordinators/WIB Directors of both regions to assist the client.

### **On-The-Job Training (OJT) Program Work Experience Program**

The On-The-Job Training Contracts are based on a maximum of 12 weeks. If Client / Employer needs are above the maximum limit the Career Manager may request a wavier with proper documentation from the Program Coordinator or the WIB Director if the budget allows.

Direct work related expenses, such as specific clothing, tools, equipment, etc. are not capped on the monetary amount, but documentation of need from the employer must be contained in the participant file and case noted in toolbox.

Counties served: Barry, Barton, Dade, Jasper, Lawrence, McDonald, and Newton. Any potential client not residing in one of these seven counties will be encouraged to contact their local One-Stop Career Center. Tier 1 Core services are available and offered to all clients. In those instances when it is more convenient for the client to be served by our region rather than a neighboring region; an agreement can be made between Program Coordinators/WIB Directors of both regions to assist the client.

***6G) Description of how the local region will ensure that the full array of One-Stop services are available to all individuals with disabilities, so that these services are fully accessible***

The Joplin Career Center was one of the first in the state to be credentialed by the Council for Accreditation of Rehabilitative Facilities, or CARF. The accreditation is specifically designed for One-Stop Career Centers that achieve a level of excellence for accessibility to individuals with disabilities. Additionally, the Adult/Dislocated Worker/TANF subcontractor maintains a sign language interpreter as a career counselor that is available to partner staff as needed.

Establishment of the Joplin Career Center during the implementation of WIA resulted in the procurement of assistive technology equipment. The One-Stop's

resource room includes the following capabilities: telephone amplification, alternative keyboards, electronic image enlargement, screen enlargement software, trackball point device, and height adjustment tables.

***6H) Description of how the local region will ensure that the full array of One-Stop services are available to all individuals with limited English proficiency***

The most frequent non-English speaking customer is of Hispanic origin. The Adult/Dislocated Worker/TANF subcontractor maintains a bilingual Spanish-language interpreter as a career counselor that is available to partner staff as needed. The WIB will also request Command-Spanish training from the Division of Workforce Development training coordinator for future needs.

***6I) Description of how the local region promotes the integration of services through the dual-enrollment process***

Customers indicating their interest in more than one program, or those found and consulted for benefit from more than one program, will be advised for opportunities with dual-enrollment. Processing dual-enrollment is a mutual decision between the two programs based on eligibility and suitability. Toolbox is the database used to track who is working with a customer. Formal processes are in place to ensure dual enrollment occurs between Youth and Job Corps, between Trade Act and Dislocated Worker, and between TANF and the Adult program.

#### **6J) Local credentials currently approved by WIB**

The WIB has approved two credentials currently in use for WIA. The first credential is a computer skills class offered by Crowder College in an extension format in McDonald County. Crowder College maintains the requirements for completion in the course syllabus. The second credential

is a credential of On-the-Job Training (OJT). The OJT credential length and specific skills attained is designed for Specific Vocational Preparation levels on a case-by-case basis to meet the needs of the employer and participant. Credentials take on new meaning under Common Measures and the WIB is likely to focus on job readiness credentials as it implements strategies expressed in Section 5 of the plan.

## **Section 7) Integration of One-Stop Service Delivery**

One of the primary expectations of the workforce system under the WIA statutory framework is a seamless, integrated One-Stop delivery system. The expectations for an integrated service delivery system remains firmly embedded as a key principle of a demand-driven workforce system. The goal of integration is to ensure that the full spectrum of community assets is used in the service delivery system to support human capital solutions for businesses, industry, and individual customers.

#### **7A) Description of the one-stop delivery system in the local region, including:**

- ***A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants;***
- ***A description of how all partner agencies will strengthen their integration of programs and services so that it provides a more seamless system; and***

- ***A copy of each memorandum of understanding (between the local board and each of the one-stop partners) concerning the operation of the one-stop delivery system in the local area.\* (This should be included as Attachment 6 to the local plan.)***

The Career Center's Affiliate Partner Committee, comprised of supervisors representing all One-Stop Partners, is committed to quality customer service. The Team meets monthly for problem-solving, decision-making discussions on all facets of Career Center operations.

Performance outcomes and customer satisfaction surveys administered by the Career Center will aid the dialogue and collaboration among partners working toward the common goal of continuous quality improvement. Implementation of the Common Measures performance system will help create a balanced scorecard approach to ascertaining the overall performance of the One-Stop system.

### **Business Services Outreach and Marketing Integration**

The revitalization of business services in the One-Stop was greatly enhanced by the WIB's Business Services Outreach and Marketing Plan. Efforts to design the plan began in late 2003 and were launched in mid 2004. The plan itself came in close at second place in a statewide competition of plans from Missouri's fourteen workforce regions. More information is in the Business Services plan itself and is referenced more extensively in Section 1 and in Section 9E of this plan document.

The Business Services plan contains numerous references to continuous improvement of the system and performance accountability of partners providing business services. For example, the plan contains a Marketing Audit action item for Program Year 2005 that measures the actual effectiveness of business outreach activities.

### **Certified Occupational Skill Training Providers**

Occupational skill training needs of WIA Youth/Adult, Dislocated Worker and Career Assistance Programs are addressed through the utilization of the Department of Elementary and Secondary Education, Employment and Training Section, as the clearinghouse for potential occupational skills training providers, who must establish themselves on a DESE-maintained Certified Training Provider list as a condition for receipt of occupational skills training funds.

This contractual relationship has enhanced the level of occupational skill training offered through local training institutions chiefly through: (a) DESE monitoring of local education agencies' performance data, internal operations and records examination; (b) publication and maintenance of a Certified Provider List including vendor information, vendor performance status and electronic access to all relevant system information; and (c) ensuring non-duplication of grant funds by PELL grants or other financial aid. This has also proven to be a most cost effective arrangement between the two entities.

### **Skill Gaps/Shortages and Business Needs Analysis**

Evident in this plan document is the integration of strategy obtained from the 2005 Skills Gap Initiative conducted in the Southwest Region. The operational shift of the One-Stop system is designed meet the skill demands expressed by businesses for our human capital. More information on the strategy is included in Section 5 of this plan document.

### **Best Practices**

The WIB is committed to analyzing best practices from across the nation for possible integration into the One-Stop delivery system. WIB staff and program operators participate in national conferences, webinars, and informational exchanges to identify best practices for consideration. The WIB also values state and national exposure and helps gauge local innovation by the number of opportunities to present local best practices to other organizations through the conferences, articles in publications of interest, and other relevant information exchanges.

## Ongoing Primary Research

The level of business intelligence gathered from the Skills Gap Initiative in the Spring of 2005 demonstrated to the WIB the value of primary research, such as surveys and focus group analysis, on a continuing basis. The WIB has invested in internet technology through a national provider to conduct surveys regularly. National trends in survey analysis have shown this method as an increasingly reliable source to gather stakeholder perceptions and research for development of effective public policy.

## Integration of Strategies for Seamless Service Delivery

The Business Services Marketing and Outreach initiative marked a extraordinary effort by the WIB to integrate its strategy elements across several different stakeholder priorities. For example, action items designed in early 2004 for the Business Services Outreach and Marketing Plan were designed around priorities of the Missouri Training and Employment Council and emerging efforts of identifying the region's State of the Workforce and Skills Gap issues months before guidance on these two projects were released in 2005. The WIB demonstrated its initiative to integrate strategies and leverage its future way of the overall trend statewide.

The wide-scale integration of strategies at the WIB level has engaged and empowered partners to strive for higher goals and greater public impact. The momentum generated by the Business Services initiative motivated other partners and departmental units of the One-Stop with positive peer pressure to raise the standards for excellence.

***7B) The expectation is that the local region will involve business, organized labor, local public officials, community-based organizations, WIA service providers and other stakeholders in the development and review of this plan. Describe the plan development process, including how input for the plan was obtained by all the partners involved in the Memorandum of Understanding (MOU).***

As referenced near the end of Section 7A, the WIB envisioned excellence and began preparation for future initiatives, such as the required WIA planning process, as far back as the development of the Business Services outreach plan back in 2003 and 2004. Extensive partner meetings for development of both the Business Services outreach plan and the Skills Gap/Business Needs Consortium allowed the WIB to gather valuable input in a forward-thinking process that culminated in the strategies expressed in this plan. The specific examples of partner input gathered in the same fashion as public input are included in Section 3C of this plan.

The development of the MOU (Attachment 6) was designed with simplicity in mind for maximum engagement and clarify of One-Stop partners. Prior to submission of this plan, One-Stop partners received a draft of the MOU in advance for negotiation and approval in August of 2005.

## **Section 8) Administration and Oversight of Local System**

### ***8A) Identification of One-Stop Operator(s) for the Comprehensive and Affiliate One-Stop Centers in the region***

For WIA implementation under the first five-year plan, the Southwest region utilized a consortia arrangement to designate the One-Stop Operator. Currently, this is comprised of organizations that are sub-contractor/providers to the WIB, including the Division of Workforce Development, Lakes Country Resource Center, and the Alliance for Business Consulting & Development. The WIB desires to shift to a designated, One-Stop Operator independent of current partners. Anticipating an opportunity for a One-Stop funding stream in the coming months, the WIB desires to continue the consortia arrangement and then shift to a single, independent operator once the guidelines and funding streams are made available from the Division of Workforce Development.

### ***8B) Identification of the membership of the local WIB, the organization or business each member represents, and the sector represented, to be included as Attachment 2 to this plan***

The current membership list at the time of this plan development is included as Attachment 2 per planning guidelines. During Program Year 2005, the WIB will be making adjustments to the membership composition to focus more on targeted business sector representation for the private sector members and consolidate representation roles for public sector members. Updates to the composition of the WIB

will position the organization to govern more efficiently and provide more effective representation aligned with a demand-driven system and the strategies expressed throughout the plan.

### ***8C) Local WIB Bylaws (See Attachment 3)***

### ***8D) Performance Improvement Plan Update (Also included as Attachment 7)***

The previous grant sub-recipient and program operator failed WIA performance for three continuous program years. In the wake of fiscal management and program performance controversy, the program operator has since dissolved. The WIB was named as fiscal agent and grant sub-recipient and new program operators were selected through competitive procurement.

The Southwest Region instituted a response action plan as required by the performance sanction. All aspects of the performance improvement plan were fulfilled and may be referenced in summary reports included as Attachment 7 to this plan.

Southwest Missouri implemented the performance matrix projections/management model in Program Year 2004. Based on data from the model, the WIB projects that the region has met all mandated WIA performance measures for 2004.

## Section 9) Service Delivery

### ***9A) One-Stop Service Delivery Strategies; Description of how the local region is assisting customers in making informed choices based on quality workforce information and accessing quality training providers***

Program operators in the Southwest Region partner extensively with the Educational Opportunity Center (EOC). While affiliated with Crowder College, the EOC is an onsite independent partner that improves access to all local training providers. Together with increasingly-aligned assessment systems, the EOC helps ensure informed customer choice with quality labor market information for maximum training impact. The EOC does regular inter-agency training among One-Stop partners to assist customers overall.

### ***9B1) Description and assessment of the type and availability of all Adult and Dislocated Worker employment and training activities in the local area.***

WIA provides for three levels of services for Adults and Dislocated Workers: core, intensive, and training, with service at one level being a prerequisite to moving to the next level.

#### **Overview of Core Services**

- Outreach and provision of information to inform potential adult and dislocated worker participants of Career Center services and eligibility for title funded services. These services are portable and will be provided as requested to those laid off in rural areas. Current orientation

processes exist via Rapid Response, Center Triage, Orientation Workshops, Group Initial Assessments, and other methods necessary to serve special groups and individuals. Additional information is provided regarding other services available through the Career Center such as those offered by FSD, Alternative Opportunities (AO), DWD, and other one-stop partner agencies.

- Intake and Eligibility Screening.
- Information on filing for Unemployment Insurance (UI) benefits.
- Preliminary Assessment of Skill Levels.
- Labor Market Information.
- Job Leads and Placement Assistance.
- Education and Job Training Program Information, including the eligibility requirements of and services provided by such program availability and quality of such programs, and student financial assistance available for such programs.
- List of eligible training providers, (WIA Section 134(d) (2).
- Consumer information regarding schools/vendors. (WIA Section 134(d) (2).
- Performance Information about vendors/schools and local one-stop systems.
- Assistance in Evaluating Eligibility for other DOL Employment and Training Programs and CAP.
- Information relating to programs and providers of Dependent Care and other Supportive Services available in the local area.

- Soliciting and accepting job openings submitted by employers, and referring individuals in accordance with such openings via Greathires.org.
- Access to Resource Center: word processors (for resume and cover letter preparation); fax, copy machine, and telephones; job openings and placement information on the internet; labor trends, and other occupation - specific information. A computer diskette copy of the resume is provided upon request.
- Follow-up Services for at least 12 months.

Entry Requirements for Core Services:  
Core Services will be universally available to all adults and dislocated workers.

### **Overview of Intensive-Level Services**

- Comprehensive Individualized Assessments for eligible adult and dislocated workers. Additionally, in-depth vocational assessments can be provided to adults and dislocated workers through local training providers.
- Development of Individual Employment Plans.
- Individualized Counseling and Career Planning.
- Case Management. Client-centered approach to delivery of services designed to prepare and coordinate comprehensive employment plans and service strategies for participants to ensure access to necessary workforce investment activities and supportive services. Adult and dislocated worker case files will contain the rationale for determination of need for intensive service.
- Assistance in the selection of education, training, and apprenticeship providers. Education and job training program information, including the eligibility requirements of and services provided by such programs, availability and quality of such programs, and student financial assistance available for such programs. Performance information about vendors/schools will be provided.
- Follow-up counseling for individuals placed in training or employment.
- Short-term pre-vocational work readiness workshops including the development of learning skills, communication, interviewing, basic skill refreshers and computer basics.
- Three, six, nine, and twelve month post employment retention follow-up.
- Specialized Employer Services to include screening and referral of individuals eligible for Missouri Job Development Fund (MJDF) Customized Training; On-The-Job Training (OJT); apprenticeships; customized assessment of skill levels of employers' current employees and workforce skill needs; and other specialized employment and training services such as Employer Workshops on specific topics as their needs dictate.

### **Overview of Training-Level Services**

- Individual Training Accounts
- On-The-Job Training (Per WIA Section 663.705)
- List of eligible training providers (per WIA Section 134(d)(4))
- Consumer Information regarding schools/vendors (per WIA Section 134(d)(4))



- Coordination with other Grant Assistance Programs
- Customer Choice
- Identification of training-related financial assistance needs
- Case Management
  - Information will be collected on Outcome Measures. Toolbox will be used as the State Follow-up System for tracking participant outcomes and satisfactions. To ensure that training services are provided in a manner that maximizes customer choice in the selection of services providers, information from CHOICES, MERIC and the DESE automated website will be readily available to customers interested in classroom training.
  - Information gathered from customer satisfaction surveys will be reviewed on a regular basis as a means to ensure continuous improvement.

***9B2) Description of the local individual training account (ITA) system and the procedures for ensuring that exceptions to the use of ITAs, if any, are justified under WIA section 134(d)(4)(G)(ii) and 20 CFR 663.430.***

The Southwest Region fully utilizes the WIA subcontractor to administer the functions of the individual training accounts for Adults and Dislocated Workers to ensure uniformity of training services on the local level. If exceptions were to occur, justification would be provided using WIA Section 134 (d) (4) (G) (ii) and 20 CFR 663.430.

***9B3) Description of how Wagner-Peyser Reemployment Services (Worker Profiling) will be delivered on a weekly basis between the Division of Workforce Development (DWD) and partner staff.***

The worker profile program is part of the reemployment services offered by Wagner-Peyser. Weekly, individuals who are likely to exhaust their UI benefits before finding employment are called in for more intensive services. These individuals are more than likely dislocated workers who have been part of a mass layoff due to a downturn in the economy or as a result of businesses closing to relocate out of the United States. During this process a needs based assessment is performed and referrals are made to WIA Dislocated Worker Program or Trade Act as appropriate.

For maximum integration with business services marketing and outreach, the local Rapid Response coordinator is staffed at the WIB level. The actual services will be provided through WIA Title I Dislocated Worker operator(s) as appropriate.

Information regarding plant closures or layoffs will be forwarded to the Rapid

**9C) How local board coordinates workforce investment activities with statewide rapid response activities, as appropriate**

Response Coordinator through a variety of sources, including; customer interviews, media releases, employer contacts, Chambers of Commerce communications, labor organizations, etc. The WIB staff shall immediately verify the action, or pending action, regardless of the source.

When possible, and the company is willing, meetings shall be conducted on-site to offer a complete explanation of workforce development services available to those affected. Workforce Development partners who shall be invited to participate in, or provide information for, employee presentations will include:

- WIA Title 1 Program Operators (Job Training)
- Wagner-Peyser , NAFTA/ TAA
- Veteran's services (Priority in service as required by Title 38, Chapter 41 USC)
- Unemployment Insurance
- WIA Title II Program Operators (Adult Ed/Literacy)
- Vocational Rehabilitation
- Division of Family Services
- Local Mental Health Agencies
- Organized Labor (if appropriate)
- Community-Based Organizations that can provide/ broker basic needs assistance

If an affected company is not cooperative with Rapid Response efforts, marketing targeted directly to affected employees will be used. If a plant closure or layoff is

of such magnitude that an ongoing team should be assembled, the WIB's Rapid Response Coordinator, (or the designated WIA Title I Operator for Dislocated Adults) shall lead such a team.

If the event affects 50 or more employees, the Region Rapid Response Coordinator shall immediately notify the Division of Workforce Development. The Southwest Region Rapid Response Coordinator will be available to assist DWD in State-level Rapid Response activities, as requested. In addition, the WIB will include a requirement for participation in State-level Rapid Response activities in the Scope for WIA Title I Dislocated Adult Operator.

When the Rapid Response Coordinator and funding resources are not directly involved in routine Rapid Response activities, the staff and funding resources shall be used to assist the Business Services Marketing and Outreach initiative for the Southwest for activities allowable under the state scope of work for local Rapid Response functions.

**9D1) Description and assessment of the type and availability of youth activities in the local area, including an identification of successful providers of such activities.\* (This should include the local board's policy on partnering with and prioritizing services for serving youth most in need, such as out of school youth, those at risk of dropping out, youth in foster care, those aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth.)**

Youth activities in the region are in compliance with the Workforce Investment Act, Section 129, and serve youth ages 14-21 who are income eligible and have an identified barrier. All participants are registered, and Equal Employment Opportunity data collected. The WIB solicits and awards contracts for youth services based on competitive procurement identified in Section 10C.

The Youth Council makes recommendations to the WIB regarding the final selection of youth services providers. The current WIA Title 1 youth providers, selected in May of 2004 is the Alliance for Business Consulting & Development. The Alliance is a joint customized training partnership of Crowder College and Missouri Southern State University.

Section 129 of the Workforce Investment Act includes the following youth activities, which the region has implemented:

- Outreach to the eligible population
- Intake and eligibility determination
- Information to applicants and participants, including:
  - Referral to applicable or appropriate services available through the local board or other eligible providers or one-stop partners, including those receiving WIA Youth funds;
  - Referral to appropriate training and educational programs with capacity to serve the participant or applicant sequentially or concurrently; and
  - Referral of eligible applicants not meeting enrollment requirements of particular programs or who cannot be served to further assessment, as necessary, and referral to appropriate programs for tutoring, study skills training, and instruction leading to school completion.
- Objective assessment of academic levels, skill levels, and service needs, including a review of basic skills, occupational skills, work experience, employability, interests, aptitudes (including nontraditional jobs), supportive service needs, and developmental needs. Recent assessments by another provider may be used when appropriate where the participant has applied for or accessed another education or training program.
- Provision of a service strategy including an employment goal (including, if appropriate, nontraditional employment), appropriate achievement objectives and appropriate services for the participant considering the assessment conducted. If the provider determines it appropriate, recent service strategies developed for the participant under another program may be used.
- Preparation for postsecondary educational opportunities, in appropriate cases.

- Strong linkages between academic and occupational learning.
- Preparation for unsubsidized employment opportunities, in appropriate cases.
- Effective connections to intermediaries with strong links to the job market and to local and regional employers.

Program elements shall include, as necessary (and not otherwise available through other local entities serving youth), the following elements mandated by WIA:

- Tutoring, study skills training, and instruction, leading to completion of secondary school, including dropout prevention strategies.
- Alternative secondary school services, as appropriate.
- Summer employment opportunities that are directly linked to academic and occupational learning.
- Paid and unpaid work experiences, as appropriate, including internships and job shadowing.
- Occupational skill training, as appropriate.
- Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours, as appropriate and not otherwise available to participants through similar/complementary programs that are otherwise available in the community.
- Supportive services necessary to successful completion of the program outlined in the service strategy. The following are allowable support services for youth of all programs:

- Purchase of medical examinations;
- Special clothing or tools necessary to start or complete training;
- Needs based payments;
- Child care costs;
- Transportation costs;
- Costs for lodging
- Meals; and
- Special services and materials for individuals with disabilities
- Fees for licensing

- Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months (utilizing existing mentoring programs that are otherwise available in the community to the extent possible).
- Follow-up services for not less than 12 months after the completion of participation, as appropriate.
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

Since all youth served with WIA funds will have barriers, all will have special needs. Joint programming with other youth providers is imperative. Adequate funds for supportive services /special needs of participants, and quality case management, should result in successful outcomes. All work components for summer experiences are tied to academic programs and youth needs. Youth will be provided activities that are directly linked to their formal academic goals. These will be identified in each youth's service strategy, updated as needed.

Per state and federal policy, at least 35% of youth funds must be spent on Out-of-School Youth. The national direction of DOL and the program design necessary for implementation of common measures, will likely result in a much larger portion of to be utilized for Out-of-School Youth.

### **Selection of Training Providers**

The Southwest Region's policy is implemented at the sub-contractor level. When determined that skill training is appropriate for an individual youth based on the assessment, the case manager would competitively assess the training available at the time by using the information on the Eligible Training Provider list. This competitive assessment should consist of reviewing and evaluating costs, location, performance, etc., of the program to determine the best option. The competitive process would need to be documented by the local area case manager in the case file as to the reasons why a particular training provider was chosen.

### **Serving Neediest Youth**

The White House Task Force, as reported in TEGL 13-04, identified youth in foster care (particularly those aging out of foster care), youth in the juvenile justice system, children of incarcerated parents, and migrant youth as those most in need of services. In consideration of the National Direction and the emergence of changes in the common measures performance system, the Southwest Region Youth Council will continue to identify local program design strategies that align with the direction for serving the neediest youth.

***9D2) Description of any innovative service delivery projects for youth currently operating in the region. Describe the local board's involvement in the projects, and the board's efforts to continue involvement and funding for the continuation of these projects***

### **Youth Council Momentum**

Rather than hastily hiring a Youth Council Coordinator with the Youth Council Development Grant funds offered by the Division of Workforce Development in Program Years 2003 and 2004, the Southwest Region utilized the funds for revitalization of the Youth Council and meaningful strategic planning and resource mapping to maximize the council's effectiveness. The Missouri Training Institute was procured and Alan St. John was assigned to assist the local council in these activities.

Much progress has been made for the Youth Council and efforts are ongoing into Program Year 2005. Since the grant award was renewed for 2005, the WIB is planning to staff a Youth Council position to assist the group in implementing their individual strategic plan.

### **Jobs for America's Graduates**

The Southwest Region was also selected for a pilot activity launched in Program Year 2005 to implement the Jobs for America's Graduates (JAG) model in two of the region's local high schools. Jobs for America's Graduates (JAG) will be implementing a one-hour elective class with full time instructors in Joplin High School and East Newton High School.

Students enrolled in the JAG program will receive intensive case management, workforce readiness preparation, and career planning services. The pilot is being funded by the Missouri Division of Workforce Development and subcontracted to Lakes Country Resource Center through the WIB.

### **Extreme Career Makeover**

The Youth Employment Opportunity Grant for Calendar Year 2005 was awarded to the region. Originally designed to be contracted a local Boys/Girls Club or other non-WIA provider, the grant in the Southwest Region is partnering with an innovative program through the Joplin Area Chamber of Commerce.

The Youth Outreach Partnership will host a series of day camp/weekend events for youth ages 16-21. The events will emphasize an array of resources related to job readiness and vocational direction to youth referred from the local Boys and Girls Club and at-risk youth targeted through Joplin's public and two private high schools. Tentatively, the steering committee is considering the branding image of "Extreme Career Makeover" as an attention-getting title for the training program.

Through the resources and networking affiliations of the Joplin Chamber of Commerce, local employers will be recruited for an Employer Hiring Pledge that will provide additional hiring standards that benefit the students that have completed the job readiness credential offered through the day camp. Committee volunteers under the direction of Chamber staff will conduct follow up on the success of the youth employment placements. Additionally,

successful alumni from local career education/technology training programs will be recruited to provide testimonials to youth on the value of career readiness and post-secondary training opportunities.

### **Youth Opportunity Program (YOP) Tax Credit**

The Youth Council has recognized the innovation of a local employer in the application and implementation of the Youth Opportunity (YOP) Tax Credit program through the Missouri Department of Economic Development. Leggett and Platt, Incorporated, a leading employer in the region, utilizes the YOP program to offer dynamic internships with a major emphasis on technical skills preparation, soft skills/job readiness preparation, and drop-out prevention. The success of the program has resulted in multi-year renewal of YOP for this community-minded and innovative employer.

### **Summer Day Camps for WIA Youth**

Another shining example of innovation in youth services is the implementation of Summer Day Camps in Program Years 2003 and 2004. Camps varied in length from two-to-four weeks experience provides team-building exercises, interpersonal skills development, job readiness skills, and a wide array of career exploration opportunities. Students in the program receive hands-on experience in an educational lab setting rotating through four career options to simulate the career experience.

**9E1) Description of efforts to continue Business Outreach and Service plan implementation regarding achievement of coordinating business outreach efforts through a single point of contact system. Description of how partner staff work together to “broker” all programs and services to businesses. Description of strategies/training to ensure partner staff document business contacts in Toolbox and work closely with all career center staff that have business outreach responsibilities. Description of innovative and/or outreach successes) that may be considered best practices. Description of any modifications/ revisions to the business outreach plans that were submitted to DWD in 2004.**

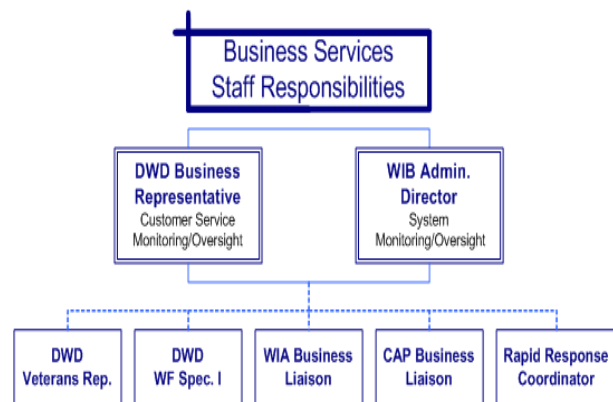
The revitalization of business services in the One-Stop was greatly enhanced by the WIB’s Business Services Outreach and Marketing Plan. Efforts to design the plan began in late 2003 and were launched in mid 2004. The plan itself came in close at second place in a statewide competition of plans from Missouri’s fourteen workforce regions.

The initiative marked a extraordinary effort by the WIB to integrate its strategy elements across several different stakeholder priorities. For example, action items designed in early 2004 for the Business Services Outreach and Marketing Plan were designed around priorities of the Missouri Training and Employment Council and emerging efforts of identifying the region’s State of the Workforce and Skills Gap issues months before guidance on these two projects were released in 2005. The

WIB demonstrated its initiative to integrate strategies and leverage its future way ahead of the overall trend statewide.

### Clarity of Business Staff Responsibilities

To address the specific need of business customers for streamlined, quality services, the BSOP places priority on a single point of contact methodology. This assures that businesses find a “no wrong door” approach to entering the system’s services. Furthermore, businesses are retained to the system through consistency in dealing with a specific representative of the region’s services at each contact opportunity with referrals to other representatives as needed.



Region staff that will have regular interaction with business customers includes the DWD Business Representative, DWD Veterans Representative, a DWD Workforce Specialist, Business Liaisons of the WIB’s program subcontractors, the region’s Rapid Response Coordinator, and the WIB Administrative Director. As indicated in the organizational chart, monitoring oversight for customer service issues will be handled by the

Business Representative to provide consistency in policy and service delivery. Monitoring oversight for system issues pertaining to the BSOP will be under the management of the WIB Administrative Director.

Many of the responsibilities are shared by various staff according to the mandates of their respective programs. The table below illustrates the crossover of duties among staff. It is the understanding of this plan that all staff must collaborate on MIS/Toolbox utilization, sharing of job opening information, coordination of business visits and contacts through Toolbox, and efforts to reduce duplication and maximize the single point of contact methodology.

In order to maximize resources and prevent duplication, all business activities must be coordinated through Toolbox. Adequate cross training and

routine staff meetings on continuous improvement and service integration will further enhance this process. Policies will specify which activities must be inputted into Toolbox. The staff meetings will include reports on business activities, trends analysis, best practices, and resolution of system issues.

### Standardization

Standardized practices for business outreach involve a consultative sales process. Customers engaged through the marketing outreach begin in the "Relationship Building" stage and move through the diagram following a thorough assessment, solution advocacy, and follow-up stage. Customers that contact the Career Center directly, either through walk-in, phone, or web inquiry, will begin in the "Discovery" phase and move through the continuum with opportunity for relationship building to encourage repeat usage of the system.

<b>Responsibility:</b>	<b>BR</b>	<b>WFD Spc</b>	<b>Vet Rep.</b>	<b>WIA/ CAP</b>	<b>RR</b>	<b>WIB Dir.</b>
Employer Outreach	■	■	■			■
Resource Referral/Consulting	■	■	■		■	
Presentations	■		■		■	■
Marketing	■		■		■	■
Assessment of Training Needs*	■		■			
Acquire Job Orders	■	■	■	■		
Follow-up on Job Order Placement	■	■	■	■		
Customer Relationship Mgt.	■	■	■	■	■	■
Distribute Labor Market Info	■	■	■	■	■	■
Business Customer Surveys					■	■
OJT Program & Placement				■		
Rapid Response					■	

\*: The Southwest Region will actively coordinate with DWD Central Office Business Relations staff to avoid duplication of incumbent worker (Classroom & OJT) and other industrial training programs.

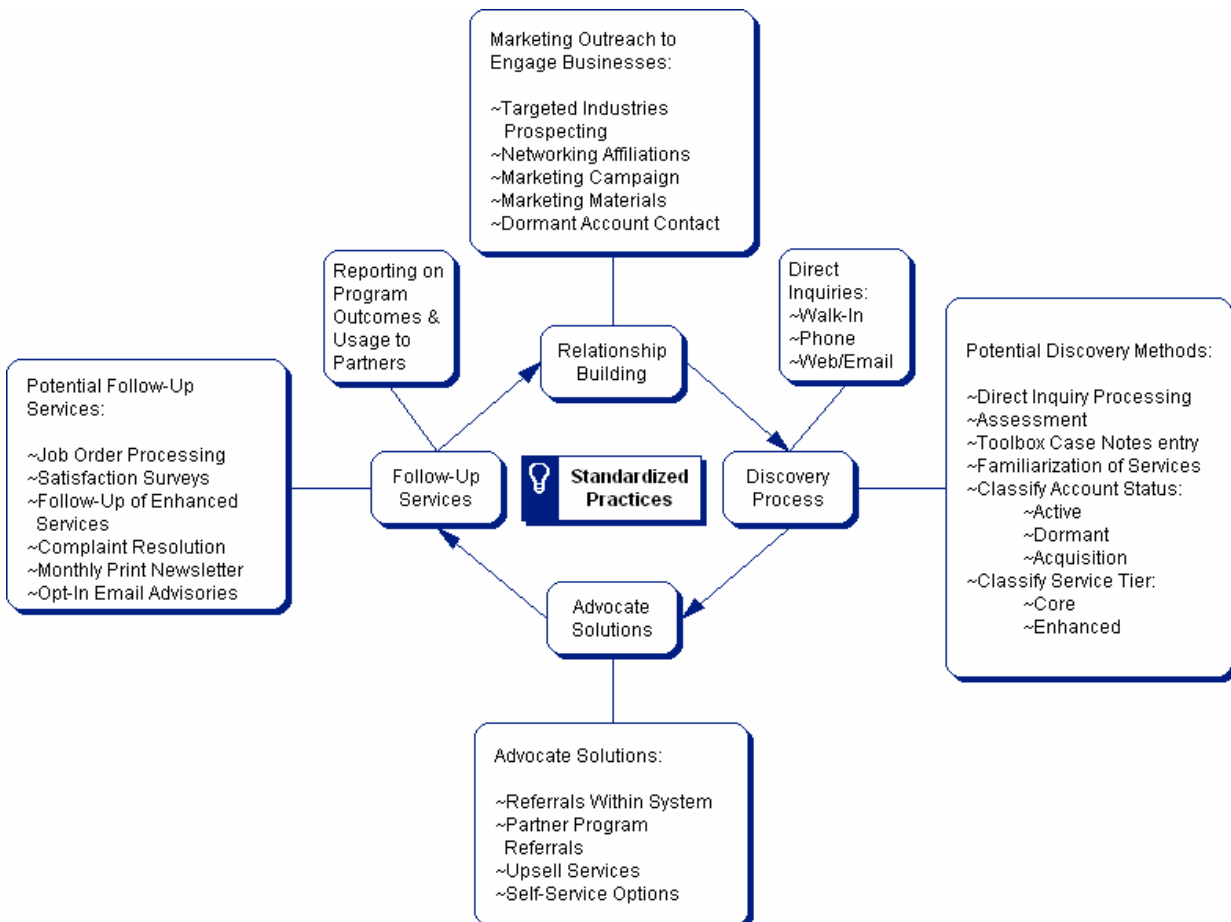


Proper toolbox usage and a consultative sales flow provides a single point of contact operational philosophy for the business customer. Routine business services staff meetings will allow for case note review and networking on client issues as needed.

Toolbox is the preferred database methodology when feasible. If needed, individual databases and intranet functions must be synchronized with Toolbox and include a Toolbox linkage utilizing the Federal Employer Identification Number field.

## Best Practices in Business Services Marketing and Outreach

The Missouri Division of Workforce Development identified numerous best practices for business services during their Continuous Improvement Review in March of 2005. The region's business services outreach initiative has its own website, [workfocezone.com](http://workfocezone.com), which integrates with GreatHires and provides an array of local specific resources for business customers and economic development stakeholders. The team also recognized the local Business Resource Center in Joplin. The center contains private interviewing space, technology for use by visiting employers, and video conference capabilities for customers to conveniently conduct interviews and meetings at a distance.



## **Future Business Services Initiatives in Southwest Missouri**

The WIB is prepared to take the local demand-driven workforce system to the next level. As detailed in Sections 1, 2, and 5 of this plan, the WIB will implement new One-Stop service strategies. While service strategies have enjoyed great progress in Southwest Missouri, the WIB will work next on shaping the region's human capital to truly align with demand-driven business needs.

The strategies presented in this plan document will augment and enhance the successful record of business services, thus requiring an update to the local Business Services Outreach and Marketing Plan. This region is anticipating the next phase statewide for plan implementation and will be embracing opportunities for improvement presented in the phase and methods that may be identified for further integration of WIB service strategies into the business outreach plan.

***9F) Description of Innovative Service Delivery Strategies that will support the Missouri Re-Entry Process (MRP) ex-offender initiative; services to be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders***

While large state or federal corrections institutions are not present in the Southwest Region, the WIB recognizes the need for re-integration of ex-offenders that may return to the area. The local Veterans Representative is implementing ex-offender outreach in the late Summer and Fall of 2005 by

providing inter-agency training to local Probation and Parole staff from throughout the region. The training takes place in the Joplin Career Center and includes tours and presentations of resources by partners to assist probation/parole staff in their duties.

Each offender referred from a Missouri Department of Corrections (DOC) Transitional Housing Unit (THU) will be provided an initial appointment with designated Career Center staff upon receipt of such referral. The initial appointment will consist of an assessment and referral to appropriate services and/or programs.

### ***9G) Description of strategies for One-Stop participation by Faith-Based and Community-Based Organizations***

In July of 2005, the Missouri Training and Employment Council opted to better define the state policy framework for integrating faith-based organizations into the One-Stop. Until such policy framework is released later this year, it is not feasible to fully develop this aspect of the plan.

The Southwest Region does envision the opportunity for valuable partnerships with faith-based organizations. Opportunities from stronger youth outreach as well as outreach to the international workforce population (See WIB Strategy Four) will be enhanced through collaboration with faith-based groups. Another opportunity for faith-based integration may be in creating a public sector position on the WIB to present faith-based initiatives.

## Section 10) Local Administration

### ***10A) Local Levels of Performance Negotiation***

The Southwest Region actively engaged the performance negotiation process with the planning and research section of the Division of Workforce Development. The final result of negotiated performance is detailed in Attachment 11 to this plan.

### ***10B) Identification of entity responsible for disbursement of grant funds***

As determined by a unanimous vote, the consortium of local elected officials in January of 2004 selected the Workforce Investment Board of the Southwest Region, Incorporated as the fiscal agent and grant sub-recipient on behalf of the Southwest Region. The WIB fulfilled this role effective March 15, 2004.

### ***10C) Description of competitive process used to award grants and contracts in the local area for activities carried out under WIA, including the process to procure training services for youth and any that are made as exceptions to the ITA process.***

The local WIB utilizes two thresholds for procurement of all expenditures in the Southwest Region. For items of \$500 to \$24,999, simple written electronic procurement is utilized. For items \$25,000 and over, procurement using formal public notice and detailed task-force based evaluations are utilized. Formal procurement of sub-contractors for employment and training services

currently includes a five-part scale with a total evaluation score of 1,000 points possible. The five evaluation elements include:

- Organization Description: 100 Points
- System Experience and Development: 300 Points
- Financial Capacity and Accountability: 200 Points
- Program Implementation Plan: 300 Points
- Innovation: 100 Points

A task force is assigned to procure the WIA Adult and Dislocated Worker operators. Another is assigned procure operators for the CAP/TANF program. The Youth Council is utilized to procure WIA Youth operators. Recommendations are made by each task force to the full WIB for final decision.

Youth training provider procurement is explained in greater detail in Section 9D1 of this plan document.

Any exceptions to the fiscal cap on Individual Training Accounts are presented to the WIB staff director for consideration. Such proposals much include the extraordinary circumstances for waivers of ITA caps.

***10D) Description of how the local region is working towards eliminating duplicative administrative costs to enable increased training activities.***

While the United States Department of Labor has determined that all funds contracted to a provider are program costs, we believe that our first step toward reduction of administrative costs has been to ensure that, whenever possible, our selected WIA Title 1 contractors are coordinating and collaborating with each other and with the WIB on administrative-related elements of their contracts.

For example, purchases that are made that are deemed beneficial to the One-Stop as a whole are coordinated at the level of the WIB rather than being duplicated by individual providers. Purchases such as computer equipment are consolidated into one transaction by the WIB to eliminate administrative costs resulting from duplicated, individual procurement.

Another example of collaboration between WIB subcontractors is the coordination of payroll services. Both WIA subcontractors utilize the same human resources services offered by a subsidiary division of one of the subcontractors, Lakes Country Resource Center.

***10D) Identification of how the local area ensures that services are not duplicated***

From September of 2004 through March of 2005, the One-Stop partners collaborated extensively on a service-mapping exercise that identifies services available. While this process helps partners refers customers to services that enhance their employment and training outcomes, the mapping also identifies duplication within the One-Stop that may be eliminated.

An example of the benefit of this exercise helped eliminate duplication of work readiness workshop strategies. The Adult WIA subcontractor opted to discontinue their work readiness classes in favor of utilizing short-term work readiness workshops offered through the Division of Workforce Development and long-term workshops offered through the Adult Basic Education provider in Joplin.

Through regular communication, both electronically in ToolBox, and in person at monthly Career Center Affiliate meetings, the WIB is able to ensure that not only are services not duplicated, but they are coordinated to create the best outcome for the customer, make the best use of public resources, and support our goal of thriving communities.

***10F) Description of how the region has established and defined the local policy and procedure for Complaint and Grievance in accordance with the WIA Act 20 CFR 667.600. (This policy should be incorporated into the MOU and disseminated throughout the region for all workforce development professionals to understand and implement. This should adhere to federal, as well as state complaint and grievance guidance.) This policy is included as Attachment 4 to the local plan.***

The full policy is included as Attachment 4 and made available to customers in the form of a brochure. Currently, the DWD Regional Manager is the designed Equal Opportunity Officer for the region. Effective October 1, 2005, the EO officer will continue to receive and process complaints. However, all complaints must be submitted in writing and copied to the WIB before processing.

***10G) Planning Budget Summaries for WIA Funds in Program Year 2005 and Fiscal Year 2006.***

Planning budget summaries for WIA funds are included as Attachment 5 to this plan document.

# Southwest Missouri Workforce Investment Act Two-Year Plan

## Attachment 1: Comprehensive One-Stop Centers and Affiliate Sites

### ***One-Stop Comprehensive service delivery locations***

Joplin Career Center  
730 South Wall Avenue  
Joplin, MO 64801  
Phone: (417) 629-3000  
Fax: (417) 629-3011  
Hours: Weekdays 8 a.m. to 5 p.m.

### ***One-Stop Comprehensive Partners***

- Alliance for Business Consulting and Development: *WIA Youth*
- Lakes Country Resource Center/Alternative Opportunities, Inc:
  - *WIA Adult & Dislocated Worker*
  - *TANF/CAP Employment and Training services*
  - *TANF Career Pathways*
- Department of Economic Development/Division of Workforce Development:
  - *Veteran's Programs*
  - *Wagner Peyser*
  - *Parent's Fair Share*
  - *Job Corps*
  - *Trade Adjustment Assistance*
  - *Missouri Employment and Training (METP) Food Stamp Program*
- Department of Social Services/Family Support Division: *TANF Income Maintenance*
- Crowder College: *Education Opportunity Center*
- Franklin Tech/Missouri Southern State University: *Education Outreach*
- Joplin R-8 School District: *Adult Education and Literacy*
- Vocational Rehabilitation
- Unemployment Insurance

## ***One-Stop Affiliated Service Delivery Locations***

### Satellite Career Center Location:

Monett Career Center  
309 East Cleveland Street  
Monett, MO 65708  
Phone: (417) 235-7877  
Fax: (417) 236-9467  
Hours: Weekdays 8 a.m. to 5 p.m.

### Established WIA Youth Outreach Service Delivery Locations:

- Franklin Technology Center  
2020 Iowa Street  
Joplin, MO 64804  
Phone: (417) 625-5260  
Fax: (417) 625-5266
- Lamar Area Vo-Tech  
202 West 7th Street  
Lamar, MO 64759  
Phone: (417) 682-3384  
Fax: (417) 682-3420
- Carthage Technical Center  
609 River Street  
Carthage, MO 64836  
Phone: (417) 359-7026  
Fax: (417) 359-7098
- Southwest Area Vo-Tech  
711 9th Street  
Monett, MO 65708  
Phone: (417) 235-7022  
Fax: (417) 235-8270
- Crowder College  
Technical Education Center  
601 Laclede Street  
Neosho, MO 64850  
Phone: (417) 455-5716  
Fax: (417) 455-5668
- Crowder College AEL Center  
209 McCord  
Neosho, MO 64850  
Phone: (417) 451-5142

### Established WIA Adult, WIA Dislocated Worker, and TANF Service Delivery Locations for Lakes Country:

- 209 McCord Street  
Neosho, MO 64850  
Phone: (417) 592-2755  
Fax: (417) 451-5144
- 400 Main Street  
Pineville, MO 64856  
Phone & Fax: (417) 223-2788
- 128 West 10th Street, Suite #10  
Lamar, MO 64759  
Phone & Fax: (417) 681-0995
- Cornerstone/Bridgeway Plaza  
Shell Knob, MO 65747  
Phone: (417) 858-2887
- 410 West Mt. Vernon Blvd.  
Mt. Vernon, MO 65712  
Phone: (417) 466-7912
- 105 Grand Street  
Greenfield, MO 65661  
Phone: (417) 637-5242

### ***One-Stop Affiliate Partners***

- Alliance for Business Consulting and Development: *WIA Youth*
- Lakes Country Resource Center/Alternative Opportunities, Inc:
  - *WIA Adult & Dislocated Worker*
  - *TANF/CAP Employment and Training services*
- Department of Economic Development/Division of Workforce Development:
  - *Veteran's Programs*
  - *Wagner Peyser*
  - *Parent's Fair Share*
  - *Job Corps*
  - *Trade Adjustment Assistance*
  - *Missouri Employment and Training (METP) Food Stamp Program*
- Crowder College: *Education Opportunity Center*
- Unemployment Insurance
- Vocational Rehabilitation



**WIA PLAN ATTACHMENT 2: SOUTHWEST REGION  
WORKFORCE INVESTMENT BOARD MEMBERSHIP  
(AS OF JULY 2005)**

<b>DEAN OREM...CHAIR</b> ..... EFCO CORP. <u>TITLE:</u> VP OF HUMAN RESOURCES 1000 COUNTY ROAD MONETT, MO. 65708	<i>PRIVATE SECTOR</i> (TERM EXP. 6/30/2005) <u>REPRESENTS:</u> BUSINESS LAWRENCE CO. <u>WORK:</u> (417) 235-3193 X1201 <u>FAX:</u> (417) 235-7313 <u>E-MAIL:</u> <a href="mailto:dorem@efcocorp.com">dorem@efcocorp.com</a>
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<b>DONNA BOWLING..MEM AT LARGE...</b> SPRINGFIELD REGIONAL CLAIMS CENTER <u>TITLE:</u> CLAIMS SUPERVISOR P.O. BOX 50025 SPRINGFIELD, MO. 65805	<i>PUBLIC SECTOR</i> <u>REPRESENTS:</u> UNEMPL. INSURANCE <u>WORK:</u> (417) 895-7816 <u>FAX:</u> (417) 895-7300 <u>E-MAIL:</u> <a href="mailto:Donna.Bowling@dolir.mo.gov">Donna.Bowling@dolir.mo.gov</a> <u>CELL:</u> 417-425-9508
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<b>MARK BRAZILL</b> ..... SUNBEAM OUTDOOR PRODUCTS <u>TITLE:</u> HR GENERALIST 303 NELSON AVENUE NEOSHO, MO. 64850	<i>PRIVATE SECTOR</i> (TERM EXP. 6/30/2006) <u>REPRESENTS:</u> BUSINESS NEWTON CO. <u>WORK:</u> (417) 455-7300 X57120 <u>FAX:</u> (417) <u>E-MAIL:</u> <a href="mailto:brazilm@sunbeam.com">brazilm@sunbeam.com</a>
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<b>KARLA BUNCH</b> ..... VOCATIONAL REHABILITATION <u>TITLE:</u> REGIONAL SUPERVISOR 801 EAST 15 <sup>TH</sup> , SUITE B JOPLIN, MO. 64804	<i>PUBLIC SECTOR</i> <u>REPRESENTS:</u> VOC REHABILITATION <u>WORK:</u> (417) 629-3067 <u>FAX:</u> (417) 629-3148 <u>EMAIL:</u> <a href="mailto:kbunch@vr.dese.state.mo.us">kbunch@vr.dese.state.mo.us</a> .
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<b>THERESA COOKE</b> ..... ADULT EDUCATION & LITERACY <u>TITLE:</u> ADULT ED & LITERACY DIR 410 JACKSON JOPLIN, MO 64801	<i>PUBLIC SECTOR</i> <u>REPRESENTS:</u> ADULT EDUCATION <u>WORK:</u> (417) 625-5263 <u>FAX:</u> (417) 625-5395 <u>E-MAIL:</u> <a href="mailto:tcooke@mail.joplin.k12.mo.us">tcooke@mail.joplin.k12.mo.us</a>
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<b>JIM DODSON</b> ..... DODSON PROPERTIES <u>TITLE:</u> OWNER 431 WATER GREENFIELD, MO 65661	<i>PRIVATE SECTOR</i> (TERM EXP. 6/30/2006) <u>REPRESENTS:</u> BUSINESS DADE CO. <u>WORK:</u> (417) 637-2522 <u>FAX:</u> NONE <u>E-MAIL:</u> NONE
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**WIA PLAN ATTACHMENT 2: SOUTHWEST REGION  
WORKFORCE INVESTMENT BOARD MEMBERSHIP  
(AS OF JULY 2005)**

**ANGIE EDIE.....**  
ARNING CANOPY SYSTEMS  
TITLE: H.R. MANAGER  
PO BOX F  
CASSVILLE, MO. 65625

*PRIVATE SECTOR (TERM EXP. 6/30/2007)*  
REPRESENTS: BUSINESS BARRY CO.  
WORK: (417) 847-3131  
FAX: (417)  
E-MAIL: [aedie@arning-ecs.com](mailto:aedie@arning-ecs.com)

**ROBERT RUBLE..EXEC. COMM.....**  
DIVISION OF WORKFORCE DEV.  
TITLE: FIELD MANAGER  
421 DUNKLIN ST.  
JEFFERSON CITY, MO. 65102

*PUBLIC SECTOR*  
REPRESENTS: DIVISION OF WORKFORCE DEV.  
WORK: (573) 751-3754  
FAX: (573) 5316  
E-MAIL: [robert.ruble@ded.mo.gov](mailto:robert.ruble@ded.mo.gov)

**MICHAEL FLEMING.....**  
GOLDEN BUSINESS FORMS  
TITLE: U.P. OPERATIONS  
614 MAIN ST.  
GOLDEN CITY, MO. 64748

*PRIVATE SECTOR (TERM EXP. 6/30/2007)*  
REPRESENTS: BUSINESS BARTON CO.  
WORK: (800) 798-0197  
FAX: (417)  
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**CATHLEEN GARRISON.....**  
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**WIA PLAN ATTACHMENT 2: SOUTHWEST REGION  
WORKFORCE INVESTMENT BOARD MEMBERSHIP  
(AS OF JULY 2005)**

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**WIA PLAN ATTACHMENT 2: SOUTHWEST REGION  
WORKFORCE INVESTMENT BOARD MEMBERSHIP  
(AS OF JULY 2005)**

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<b>BETTY PURINTON.....</b>	<i>PRIVATE SECTOR (TERM EXP. 6/30/2005)</i>
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**WIA PLAN ATTACHMENT 2: SOUTHWEST REGION  
WORKFORCE INVESTMENT BOARD MEMBERSHIP  
(AS OF JULY 2005)**

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<b>JANE SLIGAR.....</b> NEW YORK LIFE <u>TITLE:</u> AGENT/REG. REP. 115 5 <sup>TH</sup> STREET MONETT, MO 65708	<i>PRIVATE SECTOR (TERM EXP. 6/30/2007)</i> <u>REPRESENTS:</u> BUSINESS BARRY CO. <u>WORK:</u> (417) 235-5320 <u>FAX:</u> (417) 235-5320 <u>E-MAIL:</u> <a href="mailto:jane@sofnet.com">jane@sofnet.com</a>
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<b>SHERRI WRIGHT.....</b> AARP FOUNDATION SCSEP <u>TITLE:</u> PROJECT DIRECTOR 1704 EAST SUNSHINE SPRINGFIELD, MO. 65804	<i>PUBLIC SECTOR</i> <u>REPRESENTS:</u> TITLE V <u>WORK:</u> (417) 869-0509 Joplin 659-8100 <u>FAX:</u> (417) 869-0500 Joplin 417-869-8110 <u>E-MAIL:</u> <a href="mailto:scswright@aol.com">scswright@aol.com</a> CELL: 417-425-0443
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**WORKFORCE  
INVESTMENT  
BOARD  
OF  
SOUTHWEST  
MISSOURI, INC.**

**BY-LAWS**

**WIA 2-Year Plan  
Attachment 3**

**ORIGINAL APPROVAL:  
October 17, 2000**

**Modified: March 2003**

# **WORKFORCE INVESTMENT BOARD**

## **BY-LAWS**

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## **ARTICLE I**

### **1.0 Establishment of the Workforce Investment Board of Southwest Missouri: Organizational Name**

- 1.1 The board shall be known as The Workforce Investment Board of Southwest Missouri, Inc (hereinafter referred to as “WIB”), consisting of a seven (7) county region, comprised of the following counties: Barry, Barton, Dade, Jasper, Lawrence, McDonald, and Newton. The WIB shall be incorporated under the general not-for-profit laws of incorporation of the State of Missouri. The WIB shall be exempted from taxation under Section 501 (c) (3) of the Internal Revenue Code.
- 1.2 The WIB is established under the criteria set forth by the Workforce Investment Act of 1998.
- 1.3 The general purpose of the WIB, in partnership with the Chief Local Elected Officials of the 7-county region, shall be set policy for the portion of the statewide workforce investment system within the Southwest Region. Said general purpose shall also include, but not be limited to, the development of the local workforce investment plan, the oversight of all programs operated under the Workforce Investment Act, and the coordination of economic development strategies of the Southwest Region.



## **ARTICLE II**

### **2.0 Powers and Duties of the WIB**

2.1 The WIB shall exercise and discharge its powers and duties as provided by law, and accordingly shall...

- A.) Adopt, amend, and/or repeal by-laws, rules, and/or regulations governing the conduct of its performance;
- B.) Provide for internal organization of the WIB;
- C.) Accept, use, and dispose of gifts, or donations of services or property (real, personal, or mixed, tangible, or intangible);
- D.) Enter into and perform such contracts, leases, agreements, or other transactions with persons or agencies, public or private, as necessary to provide services to the eligible population;
- E.) Take such other actions and incur such expenses as may be necessary or appropriate to carry out its purpose.

2.2 Members of the WIB shall not be compensated for their service on the Board.

2.3 The WIB shall be authorized to pay reasonable expenses incurred by board members such as mileage and training (registration fees, overnight expenses, etc.), while serving on the WIB.

## **ARTICLE III**

### **3.0 Organization of the Board**

- 3.1 The membership of the WIB shall be determined by the Workforce Investment Act (WIA), with the majority of said membership being from the private sector.
- 3.2 The Chief Local Elected Officials (CLEO) shall appoint the membership of the WIB, in accordance with the criteria established in the WIA. Nominations to the CLEOs must come from local business organizations, chambers of commerce, or local business trade organizations. Labor representatives must be appointed from among individuals who are nominated by local labor federations.

Private sector members of the WIB shall serve an interim transition period, which terminates June 30, 2003. WIB members may serve a maximum of two consecutive three-year terms.

- 3.3 Any member absent for one-half of the meetings in any program year, and/or more than three (3) consecutive meetings of the WIB may be terminated. The WIB Executive Committee shall review the circumstances and recommend termination or retention to the full WIB.
- 3.4 A member may be recommended for expulsion from the WIB when their inappropriate actions are deemed to be adverse to the credibility and mission and/or violation of the Code of Ethics of the WIB as a whole. Expulsion will occur when two thirds of the current WIB members elect to so remove by a public vote.

3.5 No member shall engage in any activity, including casting a vote for, participation in the selection, award, or administration of a subgrant or contract, if a conflict of interest, real or perceived, would be involved. Such a conflict would arise when:

- 1.) the individual
- 2.) any member of the individual's immediate family
- 3.) the individual's partner, or WIB
- 4.) an organization that employs, or is about to employ,

any of the above, has a financial or other interest in the firm or organization selected for award.

3.6 Members of the WIB will neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, potential contractors, or parties to subagreements.

## **ARTICLE IV**

### **4.0 Officers**

- 4.1 The officers of the WIB, to be chosen by vote of the membership of the entire WIB, shall include a Chairperson, Chairperson-Elect, Secretary, and Treasurer. All officers shall be voting members of the WIB.
- 4.2 The normal term of office for all officers shall be from July 1 through June 30 of each two consecutive calendar years. Elections shall be held at the June WIB meeting, prior to the beginning of the next program year.
- 4.3 The Chairperson shall serve a term of one (1) year, and shall be from the private sector membership of the WIB. The Chairperson shall preside over all meetings of the WIB and execute all instruments for, and on behalf of, the WIB. The Chairperson shall perform other such duties as, from time to time, are prescribed and authorized by the members. Upon completion of the normal term of office, the Chairperson shall be referred to as Past Chairperson, and shall assume a position on the Executive Committee. The Past Chairperson shall have full voting rights on said committee, and shall serve on the committee for one (1) year.
- 4.4 The Chairperson-Elect shall serve a term of one (1) year, and shall be from the private sector membership of the WIB. Upon completion of the normal term of office, the Chairperson-Elect shall assume the office of Chairperson, for the following program year. The Chairperson-Elect shall, in the absence of disability of the Chairperson, perform the duties and exercise the powers for the Chairperson. The Chairperson-Elect shall perform other

such duties as, from time to time, are prescribed and authorized by the members.

- 4.5 The Secretary shall cause to be recorded all the proceedings of any meeting of the WIB in a book to be kept for that purpose. The Secretary shall give notice of all meetings as required and shall provide for the safekeeping of all documents of the WIB. The Secretary shall be recognized as the Parliamentarian of the WIB. The Secretary shall perform other such duties as, from time to time, are prescribed and authorized by the members.
- 4.6 The Treasurer shall have responsibility for all funds of the WIB and shall have cause to be kept full and accurate accounts of receipts and disbursements in books belonging to the WIB. The Treasurer shall ensure that all monies in the name and to the credit of the WIB are deposited in a depository as may be designated by the WIB. The Treasurer shall ensure that the funds of the WIB are disbursed and ordered by the members, taking proper vouchers for such disbursement and shall ensure that the members are provided an accounting of all transactions and of all financial conditions of the WIB as required by the members. The Treasurer shall serve as the Chairperson of the Finance Committee. The Treasurer shall perform other such duties as, from time to time, are prescribed and authorized by the members.
- 4.7 Any duty of the Secretary or Treasurer may be delegated to a designee of the Chairperson under the supervision of the WIB.
- 4.8 An officer elected by the members of the WIB may be removed at any time without cause by an affirmative vote

of the majority of the WIB. Any vacancy occurring in any office shall be filled for the unexpired term thereof, by the membership, in the same manner as provided for in elections.

4.9 The membership may, by proper resolutions, grant either general or specific authority to the appropriate designee to execute instruments for and on behalf of the WIB.

4.10 All officers, members of the WIB, and authorized staff members shall be provided with adequate insurance coverage so as to provide protection from claims of personal liability in connection with WIB actions.

## **ARTICLE V**

### **5.0 Meetings**

- 5.1 All regular, special, and committee meetings of the WIB shall be open and public meetings, except as provided by the most recent edition of the State of Missouri Open Meetings Law. All said meetings shall be conducted using the most recent edition of Robert's Rules of Order.
- 5.2 The WIB shall meet a minimum of six (6) times per program year.
- 5.3 The Chairperson shall call all meetings of the WIB at such time and places and for such purpose(s) as the Chairperson designates. Actions shall not be limited to designated purposes.
- 5.4 The Chairperson may also call special meetings of the WIB at such times and places for such purposes as the Chairperson shall designate. Special meetings of the WIB may also be called by the written request of one-third (1/3) of the members of the WIB, filed with the Secretary. Said requests shall designate the time, place, and purpose of the special meeting. The business of any special meeting shall be limited to the stated purpose of that meeting.
- 5.5 Written notices of regular and special meetings of the WIB shall be given to include an agenda of the meeting. A notice shall be deemed to be duly given when mailed by ordinary mail, postage prepaid, to each member of the WIB at the last address that appears on records of the WIB, not less than five (5) days prior to said meeting.

- 5.6 Each member of the WIB shall have one (1) vote on all matters. Proxy voting shall not be permitted.
- 5.7 A quorum shall be present when a majority of members in attendance represent the private sector membership.
- 5.8 The minutes of each meeting shall be prepared and distributed to members within five (5) days prior to the next meeting. The minutes of each meeting and corrections thereto, duly adopted, shall be signed by the Secretary or the designee of the Chairperson.



## **ARTICLE VI**

### **6.0 Committees**

6.1 The Executive Committee shall consist of seven (7) members. The composition of the Executive Committee shall be as follows: Past Chairperson, Chairperson, Chairperson-Elect, Secretary, Treasurer, one duly elected at-large member from the private sector of the WIB, and one duly elected at-large member from the public sector of the WIB. The at-large members shall serve a term of one year, and shall be nominated and elected at the June WIB meeting.

6.2 The WIB may establish other standing or ad hoc committees as may be required to properly carry out the described functions.

## **ARTICLE VII**

### **7.0 Amending the By-Laws**

7.1 The by-laws of the WIB may be amended by a two-thirds (2/3)-majority vote of the members present at any regular meeting. No amendment shall be voted upon without having first been presented in writing to the full membership of the WIB at least five (5) days prior to the scheduled meeting.

## **ARTICLE VIII**

### **8.0 Fiscal Year, Audit, and Budget**

8.1 The fiscal year of the WIB shall be from July 1 to June 30 of the next calendar year.

8.2 A complete audit of the books of the WIB shall be performed by an independent Certified Public Accountant and shall be submitted to the WIB as soon as possible following the close of the fiscal year. Said audit shall be presented to the WIB and shall be available to any local, state, or federal entity which requires such audit.

8.3 The Finance Committee shall develop an annual budget providing fiscal support for the programs and administrative activities established by the WIB. The budget shall be presented for approval to the membership of the WIB no later than the last scheduled meeting of the fiscal year.

## **ARTICLE IX**

### **9.0 General**

- 9.1 In any case where provisions of these by-laws and amendments thereto may be in conflict with the agreement and resolution establishing the WIB and any amendments thereto, said agreement and resolution and any amendments thereto should prevail.
- 9.2 All revisions to the budget and/or plan are subject to WIB approval. The signature of the Chairperson is required on all revisions.
- 9.3 Upon the dissolution of the WIB, assets shall be distributed for one or more exempt purposes within the meaning of section 501 (c) (3) of the Internal Revenue Code, or corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not disposed of shall be disposed of by the Court of Common Pleas of the county in which the principal office of the organization is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

The Workforce Investment Board  
of Southwest Missouri, Inc.

## CODE OF ETHICS

This Code of Ethics has been developed to create awareness of, and bring attention to, the expectations of how the members of the Workforce Investment Board of Southwest Missouri are to conduct themselves.

By signing this document....

**I will conduct all member responsibilities with fairness, honesty, and integrity.**

**I will avoid all Conflicts of Interest, real, or perceived, or any other improprieties.**

**I will treat all board members, staff personnel, represented agencies, both public and private, all guests, and any other persons with whom I have contact in the course of my duties as a board member, with dignity and respect.**

**I will help create and sustain an atmosphere conducive to the spirit of this code.**

### ATTESTATION:

\_\_\_\_\_  
Member Name – Printed

\_\_\_\_\_  
Member Signature

\_\_\_\_\_  
Jim Honey  
Jasper County Commissioner  
Chief Local Elected Official

## MISSOURI WORKFORCE INVESTMENT ACT - *Complaint Guide*

### STEP 2

If the decision fails to satisfactorily resolve the grievance, the complainant has five (5) days from the receipt of the program operator's decision to present a written request for an impartial hearing and review of the decision. The program operator must ensure that a qualified hearing officer conducts an impartial hearing, within thirty (30) days of the original receipt of the written grievance. The complainant and respondent (if not the program operator) will be provided with a written notice of the date, time, and place of the hearing and all parties will have the opportunity to present evidence and to be represented by an attorney.

The hearing officer is to present a written decision to the program operator, which in turn issues its decision to the complainant/respondent. In any case, the program operator must issue a written decision within sixty (60) days of its original receipt of the written grievance. If the decision fails to satisfactorily resolve the grievance, a party to the grievance may request a State review under the procedures outlined in Step 3.

If the program operator fails to issue this written decision to the complainant/respondent within sixty (60) days of its original receipt of the written grievance, the complainant has the right to request a State review under the procedures outlined in Step 3.

### STEP 3

To request a State review, the disappointed party must submit its request, in writing, to: Division of Workforce Development  
421 E. Dunklin, P.O. Box 1087  
Jefferson City, MO 65102

This written request must be received by DWD not more than ten (10) days after the disappointed party received the written decision from the program operator or, if no decision was rendered, within fifteen (15) days of the date on which the decision should have been received (60 days from the date initially filed).

The review process performed by DWD may be conducted by its own staff, a licensed attorney through an impartial hearing or any other means of independent review or investigation. DWD will provide a written final decision to the parties within sixty (60) days of the date that the request for review was received.

### APPEALS TO THE SECRETARY OF LABOR

Should DWD fail to issue a written final decision within sixty (60) days of receipt of the request, the disappointed party may request from the Secretary of Labor a determination as to whether reasonable cause exists to believe that the Act or its regulations have been violated.

This request must be filed within sixty (60) days of the date the final decision should have been issued from DWD. The complaint should contain the following:

1. The full name, address and telephone number of the person making the complaint;
2. The full name, address and telephone number of the respondent against whom the complaint is made;
3. A clear and concise statement of the facts, including pertinent dates, constituting the alleged violation;
4. The provision(s) of the Act or regulations believed to have been violated;
5. A statement disclosing whether any other proceedings involving the subject of the request have been commenced or concluded before any Federal, State or local authority and, if so, the date of such commencement or conclusion, the name and address of the authority and style of the case; and

A request will be considered to have been filed when the Secretary receives from the disappointed party a written statement sufficiently precise to evaluate the complaint and the grievance procedure utilized by the State and Statewide program operator.

### LABOR STANDARD COMPLAINTS

Complainants may:

- a. Exhaust the non-criminal administrative process by submitting the complaint directly to DWD for review and disposition within sixty (60) days; or
- b. Submit the grievance to a binding grievance procedure if a collective bargaining agreement covering the parties so provides. If sixty (60) days expires with no decision or an adverse decision is rendered, the complaint may be submitted to the U.S. Department of Labor that may change, reverse or issue a final decision.

### CRIMINAL COMPLAINTS

Complaints alleging fraud, abuse or criminal activity must be immediately reported to the Department of Labor, Office of Inspector General-Investigation, 200 Constitution Avenue NW, Washington, DC 20510-55514. The hotline number is 1-800-347-3756. The required incident report forms are available through the program operator or from DWD. Program operators must simultaneously notify DWD of the filing of any incident report with the Office of Inspector General.

### NON-WIA REMEDIES

In any case where the alleged violation of the Act or regulations is also an alleged violation of another law, nothing in this process shall prohibit an individual or an organization from filing a complaint or grievance with the appropriate authority under that law.

### PROHIBITION AGAINST REPRISAL

No person, organization or agency may discharge or in any other manner discriminate or retaliate against any person or deny to any person a benefit to which that person is entitled because such person has filed any complaint, instituted or caused to be instituted any proceedings under or relating to the Act, has testified or is about to testify in any proceedings or investigation or has provided information or assisted in any investigation.

### CONFIDENTIALITY OF INFORMATION

The identity of any person who has furnished information relating to or assisting in the investigation of a possible violation of the Act shall be kept confidential to the extent possible consistent with the need to conduct a fair review of the issues.

For further information or assistance, please telephone or write to your WIA contact person listed below.

Contact Name \_\_\_\_\_

Program Operator \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_ E-Mail \_\_\_\_\_

Auxiliary aids and services are available upon request to individuals with disabilities.  
Alternate formats for non-English speaking individuals available upon request.  
The Missouri Division of Workforce Development is an Equal Opportunity

# MISSOURI WORKFORCE INVESTMENT ACT

Complaint Guide

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Complaint Guide

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MISSOURI DIVISION OF WORKFORCE DEVELOPMENT  
DEPARTMENT OF ECONOMIC DEVELOPMENT

P.O. Box 1087  
Jefferson City, Missouri 65102-1087

(573) 751-1750

Acknowledgment of Receipt

I have received a copy of the Workforce Investment Act Compliant/Grievance Procedure pamphlet, have been given an opportunity to ask questions and by my signature below, I declare that I fully understand the procedure.

Signature	Date
Signature of WIA Staff Issuing Pamphlet	

**EQUAL OPPORTUNITY IS THE LAW**

It is against the law for this recipient of Federal financial assistance to discriminate on the following basis:

Against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and

Against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIA Title I financially assisted program or activity.

**MISSOURI WORKFORCE INVESTMENT ACT - Complaint Guide**

**INTRODUCTION**

This brochure describes the complaint and grievance process for programs and activities conducted by the Division of Workforce Development (DWD) statewide program operators. Four types of complaints are covered by this brochure:

1. Discrimination Complaints;
2. Program Complaints;
3. Labor Standard Complaints; and
4. Criminal Complaints.

Other than the following paragraphs applicable to all complaints, the method(s) for filing a complaint of each of these types is separately addressed in this brochure.

**ALL COMPLAINTS**

Any complaint must be submitted in writing and signed by the complainant or complainant's representative. It should include: your name, address and telephone number (or specify another means of contacting you), a detailed description of the complaint incident(s) indicating when, where and what acts comprise the basis of the complaint, individual names(s) or organization(s) responsible, and what relief is sought.

Complaints should be filed immediately after the complaint incident so that your rights will not be jeopardized due to untimely filing and so that the complaint may be promptly resolved. All time frames in this brochure refer to calendar days. Assistance and forms for filing such complaints are available through the program operator or the Division of Workforce Development.

**DISCRIMINATION COMPLAINTS**

Applicants, eligible applicants, participants, applicants for employment, employees and members of the public, including those with disabilities, and unions or professional organizations holding collective bargaining or professional agreements with DWD may file discrimination complaints using the following procedure. Exhaustion of the state's administrative remedies is recommended for expediency in complaint resolution.

The recipient must not discriminate in any of the following areas:

- Deciding who will be admitted, or have access, to any WIA Title I-financially assisted program or activity;
- Providing opportunities in, or treating any person with regard to, such a program or activity; or
- Making employment decisions in the administration of, or in connection with, such a program or activity.

**WHAT TO DO IF YOU BELIEVE YOU HAVE EXPERIENCED DISCRIMINATION**

If you think that you have been subjected to discrimination under a WIA Title I-financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:

**Melissa Woltkamp, Equal Opportunity Officer**

If you file your complaint with the recipient (DWD), you must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center (see address above).

If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you do not have to wait for the recipient to issue that Notice before filing a complaint with CRC. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient).

If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

**RELIGIOUS ACTIVITIES**

Participants may not be employed under WIA to carry out the construction, operation or maintenance of any facility that is used or is to be used for religious instruction or worship. Participants who believe that they are being employed in violation of this prohibition may file a complaint in the same manner and subject to the same procedures as in the section, "What To Do If You Believe You Have Experienced Discrimination."

**PROGRAM COMPLAINTS**

If you believe you have been unjustly denied any benefit or service allowed under the Workforce Investment Act (WIA) or have reason to believe any of the following situations has occurred: a violation of the Act, federal regulations, as well as those arising from actions such as state-level audit findings or disallowance, or the imposition of sanctions taken by the Governor with respect to state audit findings, investigations or monitoring reports; The Workforce Development Act requires that statewide program operator procedures (Steps 1 and 2) must first be exhausted before a complaint may be escalated to the State (DWD). Likewise, State level procedures must be exhausted before escalating a complaint to the U.S. Department of Labor except in complaints alleging discrimination.

**NON-PARTICIPANT COMPLAINTS**

The Workforce Investment Act permits program operators, contractors, grantees, sub-grantees, sub-recipients, subcontractors, and any other interested party to file grievances about programs or activities under the law using this procedure.

**PARTICIPANT COMPLAINTS**

During orientation, participants are informed whether they will file any employment-related complaint through their employer's grievance procedure or the DWD program operator's procedures, as described in Step 1 and 2. If the employer's procedure is used, the time frames and steps contained therein will be adhered to.

For all non-employment related grievances or if a participant is unable to satisfactorily resolve any employment related grievance with his/her employer, the participant must utilize the procedures

**WIA 2-Year Plan Attachment 5** PLANNING BUDGET SUMMARYLocal Workforce Investment Area (LWIA): SouthwestProgram Year Source of Funds: PY '05

Non-Administration Transfer From Title I-B Adult to Dislocated Worker(30% max. orig. alloc.): \$ \_\_\_\_\_

Non-Administration Transfer From Title I-B Dislocated Worker to Adult(30% max. orig. alloc.): \$ \_\_\_\_\_

<b>WORKFORCE INVESTMENT ACT</b>	<b>Original</b>	<b>Revised</b>
<b><u>LOCAL ALLOCATIONS:</u></b>	<b><u>Allocation</u></b>	<b><u>Allocation</u></b>
Title I-B Adult	\$ 74,785.00	<b><u>with Transfer(s)</u></b>
Title I-B Youth	\$376,102.00	
Title I-B Dislocated Worker	\$ 126,683.00	
<b>GRAND TOTAL LOCAL WIA ALLOCATIONS</b>	<b>\$ 577,570.00</b>	

(if transfers, fill in both Original **and** Revised Allocations columns above for **all** funding)

**GRAND TOTAL LOCAL ADMINISTRATION** (Maximum of 10% of Total of Adult, Youth, and Dislocated Worker WIA Original Allocations) **\$ 57,757.00**

**TITLE I-B ADULT [NON-ADMINISTRATION]:** **AMOUNT**

Program Services

**GRAND TOTAL TITLE I-B ADULT [NON-ADMINISTRATION]** **\$ 67,306.50**

(Minimum of 90% of Original Allocation + and/or - Transfer Amounts)

**TITLE I-B DISLOCATED WORKER [NON-ADMINISTRATION]:** **AMOUNT**

Program Services

**GRAND TOTAL TITLE I-B DISLOCATED WORKER [NON-ADMINISTRATION]** **\$ 114,014.70**

(Minimum of 90% of Original Allocation + and/or - Transfer Amounts)

**TITLE I-B YOUTH [NON-ADMINISTRATION]:** **AMOUNT** **AMOUNT**

Program Services In School Youth **\$236,944.26**

Program Services Out of School Youth **\$101,547.54**

Summer Employment Opportunities In School Youth \_\_\_\_\_

Summer Employment Opportunities Out of School Youth \_\_\_\_\_

Total Program Services

**GRAND TOTAL TITLE I-B YOUTH [NON-ADMINISTRATION]** **\$338,491.80**

(Minimum of 90% of Allocation)

**GRAND TOTAL (must equal Grand Total Local WIA Allocations above)** **\* \$ 577,570.00**

**Title I-B Statewide 15% Set-Aside Activities - INCENTIVES** **\$0.00**

**NOTE:** 1) In accordance with 20 Code of Federal Regulations (CFR) Part 664.320 (a), the total of the Title I-B Youth (Non-Administration) line items "Program Services Out of School Youth" and "Summer Employment Opportunities Out of School Youth" MUST be a Minimum of 30% of the amount shown on the line item "Grand Total Title I-B Youth (Non-Administration)". 2) A separate Planning Budget Summary form must be prepared for each Program Year (PY) and Fiscal Year (FY) source of funds. 3) If using whole dollars when budgeting, Minimums must be rounded up and Maximums rounded down (otherwise use actual dollars and cents)!

**TRANSFERS:** Maximum transfer between the Adult and Dislocated Worker Programs for funds identified as PY'05 or FY'06 allocated funds is 30%.

Additionally, please be aware that transfers require additional supporting narrative documentation to be submitted justifying the proposed transfer to be considered.



# PLANNING BUDGET SUMMARY

Local Workforce Investment Area (LWIA): Southwest

Program Year Source of Funds: FY '06

Non-Administration Transfer From Title I-B Adult to Dislocated Worker(30% max. orig. alloc.): \$

Non-Administration Transfer From Title I-B Dislocated Worker to Adult(30% max. orig. alloc.): \$

<b>WORKFORCE INVESTMENT ACT</b>	<b>Original</b>	<b>Revised</b>
<b><u>LOCAL ALLOCATIONS:</u></b>	<b><u>Allocation</u></b>	<b><u>Allocation</u></b>
Title I-B Adult	\$ 288,415.00	
Title I-B Youth	n/a	
Title I-B Dislocated Worker	\$ 311,147.00	
<b>GRAND TOTAL LOCAL WIA ALLOCATIONS</b>	<b>\$ 599,562.00</b>	

(if transfers, fill in both Original **and** Revised Allocations columns above for **all** funding)

**GRAND TOTAL LOCAL ADMINISTRATION** (Maximum of 10% of Total of Adult, Youth, and Dislocated Worker WIA Original Allocations) **\$ 59,956.20**

**TITLE I-B ADULT [NON-ADMINISTRATION]:** **AMOUNT**

Program Services

**GRAND TOTAL TITLE I-B ADULT [NON-ADMINISTRATION]** **\$ 259,573.50**

(Minimum of 90% of Original Allocation + and/or - Transfer Amounts)

**TITLE I-B DISLOCATED WORKER [NON-ADMINISTRATION]:** **AMOUNT**

Program Services

**GRAND TOTAL TITLE I-B DISLOCATED WORKER [NON-ADMINISTRATION]** **\$ 280,032.30**

(Minimum of 90% of Original Allocation + and/or - Transfer Amounts)

**TITLE I-B YOUTH [NON-ADMINISTRATION]:** **AMOUNT** **AMOUNT**

Program Services In School Youth

n/a

Program Services Out of School Youth

n/a

Summer Employment Opportunities In School Youth

Summer Employment Opportunities Out of School Youth

Total Program Services

**GRAND TOTAL TITLE I-B YOUTH [NON-ADMINISTRATION]** **n/a**

(Minimum of 90% of Allocation)

**GRAND TOTAL (must equal Grand Total Local WIA Allocations above)** **\* \$ 599,562.00**

**Title I-B Statewide 15% Set-Aside Activities - INCENTIVES**

**NOTE:** 1) In accordance with 20 Code of Federal Regulations (CFR) Part 664.320 (a), the total of the Title I-B Youth (Non-Administration) line items "Program Services Out of School Youth" and "Summer Employment Opportunities Out of School Youth" MUST be a Minimum of 30% of the amount shown on the line item "Grand Total Title I-B Youth (Non-Administration)". 2) A separate Planning Budget Summary form must be prepared for each Program Year (PY) and Fiscal Year (FY) source of funds. 3) If using whole dollars when budgeting, Minimums must be rounded up and Maximums rounded down (otherwise use actual dollars and cents)!

**TRANSFERS:** Maximum transfer between the Adult and Dislocated Worker Programs for funds identified as PY'05 or FY'06 allocated funds is 30%.

Additionally, please be aware that transfers require additional supporting narrative documentation to be submitted justifying the proposed transfer to be considered.



## **Southwest Region**

### **Career Center Partners Memorandum of Understanding**

### **WIA 2-Year Plan Attachment 6**

**Career Center Partners  
Memorandum of Understanding**

**MOU Table of Contents and  
Index of Attachments**

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Attachment 1	Confidentiality Agreement
Attachment 2	Business Services Outreach and Marketing Plan
Attachment 3	Service Mapping as of March 2005

## **Definitions and Acronyms Applicable to this MOU**

**Affiliate Partner Committee:** A standing committee of the WIB in which Career Center partners collaborate on issues and projects of mutual benefit to the One-Stop system in Southwest Missouri

**CAP:** Career Assistance Program, the statewide branding for the employment and training components of TANF

**DESE:** Department of Elementary and Secondary Education

**DWD:** Missouri Division of Workforce Development

**Full-Time Career Center Partner:** Program operator that is physically located in the One-Stop with staff available during all regular operating hours

**Local Elected Officials:** Units of government that collectively represent the grant recipient for WIA funds. In Missouri, the County Commissioners serve as local elected officials for multi-county regions.

**MIS:** Management Information System, commonly referred to in Missouri as, “Toolbox”

**One-Stop Center:** The Joplin location in which the full array of One-Stop services are available

**One-Stop Operator:** Entity selected by the WIB to manage day-to-day operations of the One-Stop system and coordinate the collaborative efforts of partners for customer service

**One-Stop Operators Consortium:** An alternative form of the One-Stop Operator in which two or more partners collaboratively share the role of the One-Stop Operator

**Part-Time Career Center Partner:** Program operator that is physically located in the One-Stop with staff available on at least a part-time basis.

**Satellite Career Center:** An extension outlet of one-stop services outside the main One-Stop in Joplin. The Satellite Career Center for the Southwest Region is located in Monett.

**Rural Service Delivery Affiliate:** Subsidiary locations of program operators in which services are typically limited to those of the operator

**SAR:** Staff Assisted Record, a data field in Toolbox for recording customer service activities

**TANF:** Temporary Assistance for Needy Families

**TIRE:** The component of Toolbox that allows for individual contact details in customer service

**WIA:** Workforce Investment Act

**WIB:** Workforce Investment Board, the 501-C-3 organization that is grant sub-recipient and fiscal agent with general oversight for the local workforce system

**VR:** Vocational Rehabilitation

## **Introduction/Duration**

This memorandum of Understanding (MOU) is entered into in the spirit of cooperation and collaboration by the Southwest region Local Workforce Investment Board, hereafter referred to as “the WIB” and the One-Stop Delivery System signatory partners, hereafter referred to as “the One-Stop partners” to describe how their various funding streams and resources will be utilized to better serve their mutual customers, both job seekers and businesses, through an integrated system of service delivery operated at one comprehensive site, one satellite sites, and a rural delivery system. It is understood that the development and implementation of these Centers will require mutual trust and teamwork between the One-Stop partnering agencies, all working together to accomplish the shared goals. It is further understood that respect and appropriate use of customer’s personal data is a requisite for partner participation in the workforce development system and through the use of Toolbox when dual case managing customers with partnering agencies. Through their signature on the Memorandum, all partners agree to the Oath of Confidentiality, included as Attachment 1.

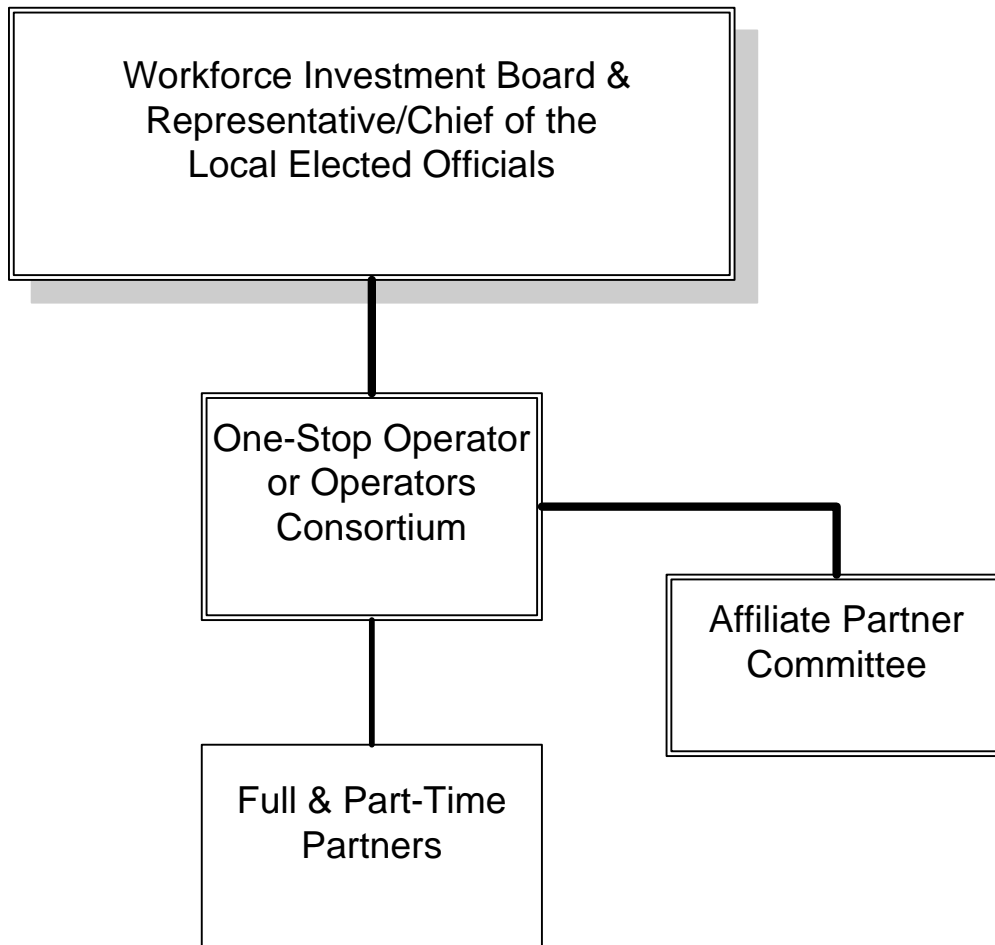
This agreement is entered into by the partners as indicated on the signatory dates and becomes effective October 1, 2005. All partners retain the right to request a modification to this Memorandum or its related agreements. Requests for Modification must be made in writing to the WIB, whose decision is final. Partners may terminate their participation in this agreement with 60 days written notice. The WIB reserves the right to immediately terminate the participation of any partner with cause. This agreement shall terminate on June 30, 2007.

## **Mission Statement**

The employment and training system is a team of dedicated individuals working for the continuous improvement of Missouri’s workforce. The goal of the system is to provide high quality services to Missouri’s workforce. This will be attained through the establishment of standards that demand excellence and the building of a solid foundation for lifelong partnerships, learning workplace skills and citizenship, sharing best practices, providing individualized support and services to consumers, and creating a system that fosters teamwork and personal and professional growth.

Mission Statement – In its simplest form, the vision of a person for every job and a job for every person is the future desired state of the WIB. Updated in 2005, the Mission Statement of the Workforce Investment Board is to: ***Partner with growth-minded businesses to expand the career opportunities for people and communities to ensure a vibrant economy for the future.***

## Local Governance of the One-Stop Career Center system in Southwest Missouri



## **Structure and Management**

The structure of the workforce development system is clearly described in the five-year plan, but has as its basis the following service delivery mechanisms:

One-Stop Career Center – Joplin, MO: This center will meet the minimum requirements of “full time access to all partner services” and will be fully accessible to individuals with disabilities. All core services will be available here, as well as access to intensive and training services.

Satellite Career Center – Monett, MO: These centers will provide access to at least two partners’ core services, as well as access to intensive and training services

Rural Delivery System - Many partner services will be delivered to customers using the network of affiliate sites, directly to their homes, community centers, libraries, city halls, schools, partner subsidiary offices, etc.

It is understood by all partners that workforce development programs/services shall be provided through this employment and training system. The Partners will work together to develop and maintain the overall system including: joint case management through Toolbox or other common MIS system, integration of services, continuous improvement activities, customer services assessment, joint performance reporting systems and financial analysis to determine the total cost of the system. Ultimate responsibility for reporting, performance, and other financial planning/allocation will continue to be the responsibility of each individual Partner. Each partner will work with other partners to meet state and federal guidelines for their respective funding sources. Customers co-enrolled in programs will be tracked through customer service questionnaires, customer staffing, emails, phone calls, letters, and Toolbox.

## **Service Delivery Methodologies**

Core services at the One-Stop will be available through the resource center with staff available to assist with the following:

- computer usage for job search and employment statistics
- initial assessment
- outreach
- intake
- orientation
- information on educational institutions, provision of performance information and program cost information on eligible providers of training services
- information regarding Labor Market Information
- information relating to the availability of support services
- information regarding filing claims for unemployment compensation
- assistance in establishing eligibility for Career Assistance Program (CAP)
- Activities and programs of financial aid for training and education not funded under the act
- Follow up services for participants who are placed in unsubsidized employment for not less than 12 months.

The driving force behind the development of the One-Stop for workforce development is to improve the availability, quality, and relative cost of services. Further, it is recognized by all partners that physical co-location is not always the best way to meet such objectives. Each partner has selected one of the following methodologies for service delivery within the system:

- **Using Toolbox** (SAR and Tire records), or a similar instrument (intake form, information sheet, etc.), critical information is gathered from the customer, which facilitates appropriate initial referrals. All partners agree to participation in the referral system, where applicable.
- **Full-time physical co-location of staff** – This means that there would be a full-time presence of this partner in the One-Stop or satellite Center, and that this partner would thereby agree to provide for the expenses related to their presence in the Center including space, utilities, office equipment, and/or shared functions:
  - Lakes Country Resource Center/Alternative Opportunities, Inc: WIA Adult, WIA Dislocated Worker, TANF/CAP Employment and Training services, TANF Career Pathways
  - Department of Economic Development / Division of Workforce Development-Veteran's Programs
  - Department of Economic Development /Division of Workforce Development-Wagner Peyser
  - Department of Economic Development /Division of Workforce Development-Parent's Fair Share
  - Job Corps (Contractor to be named at a later date)
  - Alliance for Business Consulting and Development – WIA Youth
- **Part-time physical co-location of staff** – This means that there would be Partner staff at the One-Stop on a part-time basis (i.e. half-days, two days a week, etc.) A cost sharing agreement will be in place for the use of space and related expenses only for the portion of time the space is used. Part-time physical co-location of staff may in some cases, be supported by service bartering rather than actual reimbursement of expenses:
  - Crowder College Education Opportunity Center
  - Franklin Tech/MSSU Education Outreach
  - Joplin R-8 School District Adult Education and Literacy



- **Satellite Career Center Support** – This means that there would be Partner staff at the satellite One-Stop on at least part-time basis (i.e. half-days, two days a week, etc.) A cost sharing agreement will be in place for the use of space and related expenses only for the portion of time the space is used. Part-time physical co-location of staff may in some cases, be supported by service bartering rather than actual reimbursement of expenses:
  - Lakes Country Resource Center/Alternative Opportunities, Inc: WIA Adult, WIA Dislocated Worker, TANF/CAP Employment and Training services, TANF Career Pathways
  - Department of Economic Development / Division of Workforce Development-Veteran's Programs
  - Department of Economic Development /Division of Workforce Development-Wagner Peyser
  - Department of Economic Development /Division of Workforce Development-Parent's Fair Share
  - Job Corps (Contractor to be named at a later date)
  - Alliance for Business Consulting and Development – WIA Youth
  - Crowder College Education Opportunity Center
  
- **Rural Delivery System participation** –This means that the partner utilizes the network of affiliate site(s) for the ongoing delivery of services, and could include; regularly planned staffing, providing print or media resources, employer services such as candidate screening / interviewing, or could simply be arranging to meet customers at one or more of the satellites sites.
  - Lakes Country Resource Center/Alternative Opportunities, Inc: WIA Adult, WIA Dislocated Worker, TANF/CAP Employment and Training services
  - Alliance for Business Consulting and Development – WIA Youth
  
- **Structured Referral** – This means that the Partner would agree to receive referrals, either by telephone, email, letter, FAX, or in person. By agreement to this referral this referral system, the partner would provide programs/services and would also provide feedback to the referring Center (or other system element) to facilitate customer follow-up, where appropriate. A format will be developed to standardize such feedback. All partners agree to participation in the structured referral system.

In addition to the above service methodologies, some partners have Toolbox access at various levels. Due to the need for access, levels have been established. Many non WIA and DWD partners will have read-only access which will allow them to review activities, and information and make case notes. Toolbox will be able to assist in the dual case management of customers between partnering agencies. This is a great asset to our customers as no matter which door they enter, staff will be able to move forward with them and not repeat referrals or services already rendered.

**By signing this MOU, partners agree to abide by the use of confidentiality in utilizing Toolbox and any other information generated by any of the partners.**

## Services to be Provided

The following are the agencies that will form the One-Stop System, along with their various services and funding resources that each will bring to the operation:

Agencies	Services	Revenue Source
<ul style="list-style-type: none"><li>▪ Department of Economic Development: Division of Workforce Development</li><li>▪ Department of Elementary and Secondary Education; Division of Vocational Rehabilitation</li><li>▪ Department of Labor and Industrial Relations: Unemployment Compensation</li><li>▪ Department of Social services: Family Support Division</li><li>▪ Lakes Country Resource Center/Alternative Opportunities</li><li>▪ Alliance for Business Consulting &amp; Development WIA Youth Program</li><li>▪ Crowder College Education Opportunity Center</li><li>▪ Franklin Technology Center/Missouri Southern State University education outreach</li><li>▪ Joplin R-8 School District Adult Education and Literacy</li></ul>	Services include access/referral to all services included in core, intensive, training and follow-up services	Wagner-Peyser, Veterans Program, CAP (TANF), WIA, U.S. Department of Education, DESE, Title V, VR, Job Corps, Parents Fair Share

Customers coming into the MCC are given customer choice. The customer is always an active participant in the decision-making process. Customers are informed of other services so dual enrollment can occur. Dual enrollment is a necessary tool to ensure customer success. Through the GreatHires website customers are provided all its attributes, such as: job postings, unemployment claim filing, and LMI. Staff's goal is to ensure that customer needs are met. The Choices program has been downloaded to all Resource Room computer stations so individuals can investigate educational institutions and career pathways. Resume templates are an important resource for our area. With this tool many customers have been able to create professional and competitive resumes and cover letters.

Brochures, posters, and matrix detailing partner agencies are provided in the Resource Room for customers. From face-to-face contact with staff, customers are informed and referred to eligible services. Handouts are given to assist them in following through with needed services. Referrals are made by phone, email, or a referral form. For individuals that apply to the Title 1 program an Orientation of Services is provided at the initial meeting. By utilizing the Case History section and other attributes of the real-time functionality of Toolbox, staff keeps customer records updated on services received.

Title 1 and Career Assistance Program services are delivered to residents of Southwest Missouri by utilizing the satellite site(s) and within their counties through the Rural Delivery System.

Customer service provided to businesses is also done from this office. Staff enter job orders to the GreatHires website to help employers find qualified applicants. Businesses utilize our office for applicants to complete applications when needed. When this service is needed, staff ensure that job seekers are registered to GreatHires and appropriate referrals are made. Interview space is provided for the interview process when needed. Referrals are made to the Business Representative when businesses have questions concerning Great Hires and when applicable. For both the job seeking and business customer staff enters data into the activity sections of Toolbox to keep customer records updated.

Communication between/among partners will be maintained both formally and informally. Formal communication will occur with the scheduled meetings and any special meetings held. This communication will involve overall operation of the center. Personnel issues will be discussed with the partner(s) concerned and if resolution is not forthcoming, a special meeting may be called, to look at resolution. Direct supervision of staff shall remain with the respective program operators. Supervisors agree to confer with the Affiliate Partner Committee to resolve issues of mutual concern. Extraordinary issues considered by the consortium or the Affiliate Partner Committee will be submitted to the Southwest Region WIB staff for review and presentation to the Workforce Investment Board (WIB) prior to any major action.

To attain maximum integration and performance under the new common measures system, partners should strive for optimum collaboration to best benefit the participant.

Marketing efforts for the One-Stop will occur through the WorkforceZone.Org website, a bi-monthly newsletter, and through newspaper advertisements, press releases, billboards, PSAs, rapid response meetings and other community events.

At the One-stop, core services will be offered in the resource area, with ongoing assessment to determine if these services are meeting customer needs. By interviewing customers and observing resource area usage, staff will be able to evaluate whether the core services have met or are meeting the customers' needs. At the One-Stop, staff providing services guide customers to all services that may be of value to them in seeking employment thus providing integration of services. Customers are encouraged to be enrolled in as many programs as possible to provide the most comprehensive services. Areas include youth services, adult services, case management and support services and center support services.

### **Referrals**

Referrals will be handled through the common intake form process. The individual customer will have a copy of the forms when going to appointments or accessing services within the One-Stop system. Each staff person working with the customer will use the copy to document follow-up.

At the One-stop Center, the Affiliate/Partner Committee will meet at least monthly to assess service delivery, customer service, attainment of outcomes, facility issues, customer satisfaction, and integration concerns. Special meetings may be called with any or all partners to address specific concerns.

### **Business Services Team**

A business services team has been formed to design strategy (Attachment 3) of how business services are delivered in our area. The team meets regularly to implement the strategies. Activities with the business community are coordinated through the Single Point of Contact methodology. Since more than one of the partners will be making business contacts, contacts will be coordinated to facilitate "seamless services" to businesses through regular meetings. A team approach will be used and each member will be responsible for meeting with businesses, describing all our services and the ways we can work with them on employee recruitment and retention. The region will also use this area to provide input to the partners as to potential areas of improvement for business customer service.

### **Youth services**

All ten elements of youth services are offered throughout the region by partnering with schools, community agencies and youth organizations. It is the task of the Youth Council to determine progress toward those established goals for the youth workforce development, evaluate programs and providers, review activities, and to serve in an advisory capacity to the Workforce Investment Board.

### **Dispute Resolution**

- A. Conflicts and grievances of customers of the Missouri Career Center will be the responsibility of the partner providing the service or, in the case of shared customers, the partners providing the service.
- B. The Board will resolve any unresolved dispute or disagreement between the partners.

### **Funding costs of services and operating costs**

Funding for satellite and affiliate sites is determined by proportionate usage, while funding of the One-Stop Center is determined by station. Partners who are unable to contribute actual dollars contribute supplies, staff, equipment, and other items needed by the center. For expenses processed through the WIB and/or WIB subcontractor(s) will be allocated on a ratio computed by share of total over a rolling 12-month expense history.

<b>Service</b>	<b>Agency Sources for Cost Sharing</b>	<b>Shared Costs: In-Kind/Cash</b>
Core Services	Division of Workforce Development (DWD), WIA Subcontractor(s), CAP Subcontractor(s), Educational Opportunity Center	Mix of Cash and In-Kind
Intensive Services	DWD Trade Act, WIA Subcontractor(s)	Cash
Training Services	DWD Trade Act, WIA Subcontractor(s)	Cash
Career Center Supply Purchases (Non-Partner Specific)	DWD, WIA Subcontractor(s)	Cash
Career Center Facility: Rent & Utilities	Rental charges levied by DWD to participating partners	Cash
Telecommunications	Shared charges to WIB and Subcontractors	Cash
Business Services Marketing and Outreach	DWD, WIA & CAP Admin, WIA & CAP Subcontractor(s),	Mix of Cash and In-Kind
Educational Opportunity Center Outreach	Crowder College	Mix of Cash and In-Kind
Other (Case by Case Basis)	All partners as needed	Mix of Cash and/or In-Kind

### **List of Parties to the MOU**

The following partners and entities are parties to this MOU:

- Alliance for Business Consulting & Development
- Crowder College Education Opportunity Center
- Department of Economic Development/Division of Workforce Development
- Department of Social Services/Family Support Division
- Franklin Tech Center/Missouri Southern State University
- Job Corps (Contractor to be named at a later date)
- Joplin R-8 School District/Adult Education and Literacy Program
- Lakes Country Resource Center
- Workforce Investment Board of Southwest Missouri and Chief Local Elected Official

**Corrective Action Plan**  
**Southwest Region Workforce Investment Board**  
**June 24, 2004**

Purpose:

Southwest Missouri WIA 2-Year Plan  
Attachment 7: Performance Improvement Plan Update

- Remedy system issues related to program performance and customer service
- Selection of new program sub-contractor organizations and leadership
- Incorporate WIB-approval of exits based on projected impacts of performance
- Provide basic Workforce Development training for new and existing system staff

<b>Symptom</b>	WIA Performance Failure
<b>Issue</b>	Faulty management strategy; lack of foresight of impact of exits on performance
<b>Remedy</b>	The WIB will employ a computerized performance management system to forecast the performance impacts of clients proposed for exit by each program sub-contractor on a quarterly basis. All exits must meet reasonable performance impacts before being approved for exit by the WIB. Proposed exits that create an unreasonable negative performance will be referred back to the program sub-contractor for additional services and will be considered for exit at a later time. Since performance is a long-term measure, the region will utilize the two-year amnesty period provided by DWD to incorporate the interim system to secure positive program performance by 2006.
<b>Resources</b>	Workforce Investment Board staff
<b>Timeline</b>	June-August 2004: System Design September 2004: First Quarterly Exit Review with quarterly reviews thereafter
<b>Status</b>	In Progress

<b>Symptom</b>	WIA Performance Failure
<b>Issue</b>	Staff training
<b>Remedy</b>	DWD Training in 2003; WIB-directed training in Summer 2004 utilizing low-cost internet-based training that requires no out-of-office travel. For example, Dynamic Works Institute offers online training that meets certification standards from the National Association for Workforce Development (See Attachment A for training outline and additional strategy details.)
<b>Resources</b>	PY03/FY04 Program Carry-In Funds
<b>Timeline</b>	July 2004: Design/Procure Training Program August-December 2004: Staff completion of individual training modules
<b>Status</b>	In Progress

<b>Symptom</b>	WIA Performance Failure; Fiscal Management Concerns
<b>Issue</b>	Sole-sourced program contractor with direct grant sub-recipient authority
<b>Remedy</b>	Transfer grant sub-recipient authority to the WIB; competitively procure program sub-contractor services.
<b>Resources</b>	DWD, WIB
<b>Timeline</b>	December 2003-June 2004
<b>Status</b>	Completed June 2004

### Youth Program Training Component of Southwest Region Corrective Action Plan

B.2) Staff/Level	B.3) Curriculum	B.4) Providers	B.5) Schedule	B.6) Outcomes
All staff	<b>Orientation Training:</b> <ul style="list-style-type: none"> <li>▪ General Youth Program Overview</li> <li>▪ Introduction to Toolbox</li> </ul>	DWD: Robert Ruble and Colleen MacEachen	September 2004	Introductory orientation for new youth staff; provide intelligent foundation for identifying individual staff strategy, set course for additional training needs and ideas
	Governor's Conference on Workforce Development	Missouri DWD	October 6-8, 2004	Networking with youth program personnel from other regions; best practices skills
	Weekly Staff Meetings & Continuous Improvement Training	Youth Coordinator and a special guest presentation each week on additional services available to youth from outside agencies	Launched July 2004 and ongoing	Transfer of skills from youth coordinator to youth staff; coverage of program issues and problems as needed
	Continuing Education Opportunities: For example, seminars on suicide prevention and other social issues	Local partner agencies	Ongoing	Identification of trends to address with program strategy
	Additional Toolbox Training: Youth program desires follow-up to training conducted by Colleen MacEachen from September	DWD: Colleen MacEachen	Determined by DWD	Utilize additional functionality in Toolbox; address programming issues
	Performance Measures and local economic context	WIB	In conjunction with quarterly exit conference	Analyze individual factors affecting performance; utilize experience in immediate program planning
All staff and key Youth Council members	Youth Council Overview: Purpose and potential of an effective Youth Council	DWD: Robert Ruble	October 21, 2004	Set stage for additional strategic planning processes for Youth Council

B.2) Staff/Level	B.3) Curriculum	B.4) Providers	B.5) Schedule	B.6) Outcomes
Management-Level Training: Youth Coordinator	<p><b>Certified Workforce Development Professional</b> credential-related training:</p> <p><b>Core Skills Professional Certification:</b></p> <ul style="list-style-type: none"> <li>▪ Business &amp; Employer Knowledge</li> <li>▪ Career Development</li> <li>▪ Communication</li> <li>▪ Customer Service</li> <li>▪ Diversity</li> <li>▪ History &amp; Structure of the Workforce Development System</li> <li>▪ In-Depth Look at the Workforce Investment Act</li> <li>▪ Interpersonal Relations</li> <li>▪ Labor Market Information</li> <li>▪ Program Management</li> <li>▪ Technology in Workforce Development</li> </ul> <p><b>Job Seeker Services Professional Certification:</b></p> <ul style="list-style-type: none"> <li>▪ Case Management</li> <li>▪ General Helping Skills</li> <li>▪ Job Advancement Skills</li> <li>▪ Job Keeping Skills</li> <li>▪ Job Preparation Skills</li> <li>▪ Job Search Skills</li> </ul>	Dynamic Works Institute	Ongoing	Participation in CWDP-related training will enhance leadership skills needed for program management and help develop transferable skills to the local program through ongoing weekly staff trainings



B.2) Staff/Level	B.3) Curriculum	B.4) Providers	B.5) Schedule	B.6) Outcomes
	<b>Management Services Professional Certification:</b> <ul style="list-style-type: none"> <li>▪ Effective Business Presentations</li> <li>▪ Identification &amp; Development of Resources</li> <li>▪ Organizational Planning</li> <li>▪ Performance Measures &amp; Standards</li> <li>▪ Planning &amp; Design</li> <li>▪ Quality Management in a One-Stop Setting</li> <li>▪ Strategic Direction</li> <li>▪ System Capacity Building</li> </ul>			
Management-Level	Governor's Conference on Workforce Development	Missouri DWD	October 6-8, 2004	Networking with youth program management personnel from other regions; transfer of best practices skills to local staff
Management-Level	National Youth Development Symposium	U.S. Department of Labor	November, 2004	Networking with youth program management personnel from other regions and states; transfer of best practices skills to local staff
Management-Level	Heartland Workforce Development Conference	U.S. Department of Labor	June 2005	Networking with youth program management personnel from other regions and states; transfer of best practices skills to local staff

### Adult Program Training Component of Southwest Region Corrective Action Plan

B.2) Staff/Level	B.3) Curriculum	B.4) Providers	B.5) Schedule	B.6) Outcomes
All staff	<b>Orientation Training:</b> <ul style="list-style-type: none"> <li>▪ Performance Overview</li> <li>▪ Introduction to Toolbox</li> <li>▪ Program/Partner Integration</li> </ul>	DWD: Don Rahm and Colleen MacEachen	September 2004	Introductory orientation for new staff; provide intelligent foundation for identifying individual staff strategy, set course for additional training needs and ideas
	Weekly Staff Meetings & Continuous Improvement Training	Program Coordinator and occasional special guests	Launched July 2004 and ongoing	Transfer of skills from coordinators to career manager staff; coverage of program issues and problems as needed
	Program operator desires time/project management training for all staff	To be determined	December 2004	Empower staff to set and meet priorities; achieve greater production and performance with set amount of time provided during the workday
	Performance Measures and local economic context	WIB	In conjunction with quarterly exit conference	Analyze individual factors affecting performance; utilize experience in immediate program planning

B.2) Staff/Level	B.3) Curriculum	B.4) Providers	B.5) Schedule	B.6) Outcomes
Management-Level Training: Coordinator and Assistant Coordinator	<p><b>Certified Workforce Development Professional</b> credential-related training:</p> <p><b>Core Skills Professional Certification:</b></p> <ul style="list-style-type: none"> <li>▪ Business &amp; Employer Knowledge</li> <li>▪ Career Development</li> <li>▪ Communication</li> <li>▪ Customer Service</li> <li>▪ Diversity</li> <li>▪ History &amp; Structure of the Workforce Development System</li> <li>▪ In-Depth Look at the Workforce Investment Act</li> <li>▪ Interpersonal Relations</li> <li>▪ Labor Market Information</li> <li>▪ Program Management</li> <li>▪ Technology in Workforce Development</li> </ul> <p><b>Job Seeker Services Professional Certification:</b></p> <ul style="list-style-type: none"> <li>▪ Case Management</li> <li>▪ General Helping Skills</li> <li>▪ Job Advancement Skills</li> <li>▪ Job Keeping Skills</li> <li>▪ Job Preparation Skills</li> <li>▪ Job Search Skills</li> </ul>	Dynamic Works Institute	Ongoing	Participation in CWDP-related training will enhance leadership skills needed for program management and help develop transferable skills to the local program through ongoing weekly staff trainings

B.2) Staff/Level	B.3) Curriculum	B.4) Providers	B.5) Schedule	B.6) Outcomes
	<b>Management Services Professional Certification:</b> <ul style="list-style-type: none"> <li>▪ Effective Business Presentations</li> <li>▪ Identification &amp; Development of Resources</li> <li>▪ Organizational Planning</li> <li>▪ Performance Measures &amp; Standards</li> <li>▪ Planning &amp; Design</li> <li>▪ Quality Management in a One-Stop Setting</li> <li>▪ Strategic Direction</li> <li>▪ System Capacity Building</li> </ul>			
Management-Level	Governor's Conference on Workforce Development	Missouri DWD	October 6-8, 2004	Networking with youth program management personnel from other regions; transfer of best practices skills to local staff
Management-Level	Heartland Workforce Development Conference	U.S. Department of Labor	June 2005	Networking with youth program management personnel from other regions and states; transfer of best practices skills to local staff

## **SOUTHWEST REGION FY'03 SANCTION CORECTIVE ACTION PLAN RESPONSE**

### **Failure to meet Older Youth Earnings Change for Two Years**

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#### **A. Change in Service Providers**

1. Plan Modification submitted in March 2004 approved in April 2004 to change fiscal agent and sub-grant recipient to the Workforce Investment Board
2. Competitive bid process used in accordance with Department of Labor policy to procure new WIA Youth program provider.
3. Evaluation criteria for selecting new program provider:
  - a. Organization Background
  - b. Administrative and management capacity
  - c. System partnership experience
  - d. Contract management experience
  - e. Information technology capacity
  - f. Networking with business community
  - g. Performance attainment capacity
  - h. Fiscal management capacity
  - i. Resource leveraging
  - j. Budgeting
  - k. Service delivery
  - l. Implementation of WIB strategic plan priorities
  - m. Internal innovation
  - n. Best practices
4. Alliance for Business Consulting and Development, the customized training joint entity between Crowder College (regional two-year college) and Missouri Southern State University (regional four-year college), began operations June 15<sup>th</sup>

#### **B. Technical Assistance Plan**

1. Deficiency Areas:
  - a. Low enrollment in Older Youth program creates fewer exits with potentially higher negative performance impacts; underutilization of funds
  - b. Under-educated/under-trained staff (staff turnover)
  - c. Lack of leadership from Youth Council
  - d. Misalignment of performance outcomes and management strategy
  - e. Misalignment of program strategy with economic needs of region
  - f. Misalignment of management strategy with program filing system
2. Staff identified for training: See attached training matrix
3. Training Curriculum: See attached training matrix
4. Training Providers: See attached training matrix
5. Training Schedule: See attached training matrix
6. Training Outcomes: See attached training matrix

C. Quarterly Report: Southwest Region WIB will provide quarterly updates on progress with implementation and results of Corrective Action Plan; reports will include:

1. Updates on training procured and received
2. Updates on quarterly performance projections
3. Updates on implementation of new management strategies
4. Reporting of problems or issues as needed

D. Improvement Strategies:

1. Corrective Action Strategies as aligned with deficiencies in B.1 above

a. Older Youth Recruitment:

1. Increase dual-enrollment between Adult WIA program and Older Youth WIA enrollment
2. Recruitment in non-traditional locations; temporary employment agencies, for example, serve a significant older youth population.
3. Recruitment among GED/AEL classes throughout the region
4. Outreach to common gathering locations for youth, such as public recreation centers, service businesses such as Laundromats and bowling alleys, other outreach and service agencies
5. Recruitment from high school personnel of “super seniors” – 5<sup>th</sup> year seniors
6. Increase awareness of WIA youth programs among partner and other service agencies to encourage referrals

b. Training: See attached training matrix

c. Youth Council

1. Initial strategic planning for sub-contractor bidding completed in February 2004 (See attached)
2. Youth Council prepared local program of work for utilization of DWD Youth Council grant funds. Proposal submitted and approved for \$50,000 grant over the course of PY04
3. Training on general purpose and potential for Youth Council to be conducted by DWD’s Robert Ruble on October 21, 2004
4. Formal Youth Council strategic visioning/planning to follow

d. Misalignment of management strategy and performance outcomes

1. Performance Management system incorporated in October 2004, as identified in Plan Modification proposal dated June 2004

- e. Misalignment of program strategy with local economic needs of region:
  - 1. Youth Council participation in development of Southwest Region's State of the Workforce Report
  - 2. Youth Council participation in development of Southwest Region WIB Five-Year Plan update anticipated in WIA Re-Authorization
  - 3. Youth program engagement in WIB's overall On-the-Job Training initiative
- f. Misalignment of management strategy with program filing system:
  - 1. Youth Coordinator now conducts monthly reviews of each participant file with each youth case manager
  - 2. Monthly file reviews will transition to quarterly reviews upon successful performance attainment

## **SOUTHWEST REGION FY'03 SANCTION CORECTIVE ACTION PLAN RESPONSE**

Failure to meet Adult Earnings Change for Two Years  
Failure to meet Adult Program Cumulative Score for Three Years

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### **A. Change in Service Providers**

1. Plan Modification submitted in March 2004 approved in April 2004 to change fiscal agent and sub-grant recipient to the Workforce Investment Board
2. Competitive bid process used in accordance with Department of Labor policy to procure new WIA Adult and Dislocated Worker program provider.
3. Evaluation criteria for selecting new program provider:
  - a. Organization Background
  - b. Administrative and management capacity
  - c. System partnership experience
  - d. Contract management experience
  - e. Information technology capacity
  - f. Networking with business community
  - g. Performance attainment capacity
  - h. Fiscal management capacity
  - i. Resource leveraging
  - j. Budgeting
  - k. Core Services
    - l. Intensive and Training Services
  - m. Service delivery approach/locations
  - n. Implementation of WIB strategic plan priorities
  - o. Internal innovation
  - p. Best practices
4. Lakes Country Resource Center (Lakes), a division of Alternative Opportunities, Inc., began operations June 15<sup>th</sup>

### **B. Technical Assistance Plan**

1. Deficiency Areas:
  - a. Under-educated/under-trained staff (staff turnover)
  - b. Misalignment of performance outcomes and management strategy
  - c. Misalignment of program strategy with economic needs of region
  - d. Misalignment of management strategy with program filing system
  - e. Misalignment of management strategy with MIS/Toolbox
2. Staff identified for training: See attached training matrix
3. Training Curriculum: See attached training matrix
4. Training Providers: See attached training matrix
5. Training Schedule: See attached training matrix
6. Training Outcomes: See attached training matrix



C. Quarterly Report: Southwest Region WIB will provide quarterly updates on progress with implementation and results of Corrective Action Plan; reports will include:

1. Updates on training procured and received
2. Updates on quarterly performance projections
3. Updates on implementation of new management strategies
4. Reporting of problems or issues as needed

D. Improvement Strategies:

1. Corrective Action Strategies as aligned with deficiencies in B.1 above
  - a. Training: See attached training matrix
  - b. Misalignment of management strategy and performance outcomes
    1. Performance Management system incorporated in October 2004, as identified in Plan Modification proposal dated June 2004
  - c. Misalignment of program strategy with local economic needs of region:
    1. Realistic case management approach now in place to identify training opportunities to provide the greatest economic viability for the participant. In turn with stronger case management, training targets based on local economic needs will result in performance attainment
    2. Triage system incorporated into Joplin Career Center in October 2004
    3. Career Managers now trained in determining eligibility and suitability for intensive and training levels of WIA services
    4. Lakes participation in development of Southwest Region's State of the Workforce Report
    5. Lakes participation in development of Southwest Region WIB Five-Year Plan update anticipated in WIA Re-Authorization
    6. Adult and Dislocated Worker program engagement in WIB's overall On-the-Job Training initiative
  - d. Misalignment of management strategy with program filing system:
    1. Program Coordinator and Assistant Coordinator conducted major file review/overhaul upon assuming operation of program in June
    2. Program Coordinator and Assistant Coordinator now conduct quarterly reviews of each participant file with each career manager
  - e. Misalignment of management strategy with Toolbox/Management Information System
    1. Full day Toolbox training for all staff conducted in September 2004
    2. Additional intelligence gathering/data storage/processing capabilities outside of the scope of Toolbox now collected in a supplemental database developed through a computer programmer procured by Lakes

**SOUTHWEST REGION FY'03 SANCTION  
CORECTIVE ACTION PLAN  
QUARTERLY UPDATE**

**March 2, 2005**

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**Older Youth Earnings Change Measure**

**Performance Matrix/Exit Management System:** See attached chart

**Older Youth Recruitment:** Strategies for this deficiency, sited on page of the region's Corrective Action Plan, continue as stated. Additional strategies implemented by the WIA Youth Subcontractor include incentives for referrals of new customers by existing customers, obtaining lists of drop out students from area schools, and development of a referral network utilizing military recruiters. The subcontractor has found a high level of interest in referrals from military recruiters since potential recruits often lack the GED required by the armed forces.

**Training:** Four staff participated in the Missouri Governors Workforce Development Conference. Four staff participated in the Regional Youth Issues Summit from the U.S. Department of Labor in November. All staff participate in weekly training meetings to receive updates on operational issues. Several staff participate regularly in trainings offered by partner agencies in youth services, such as drug abuse awareness, probation/parole, etc.

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**Adult Earnings Change Measure and Cumulative Area Score**

**Performance Matrix/Exit Management System:** See attached chart

**Training:** Five staff participated in the Missouri Governors Workforce Development Conference. One staff member participated in the recent Offender Re-Entry training through DWD. Provider regularly requests mandated partners to provide cross-training to provider staff. New tracking mechanisms instituted by the subcontractor have resulted in training sessions on the policies and the methodologies contained therein.

**CARF Accreditation:** The Council for Rehabilitation Facilities recently awarded the Adult subcontractor an accreditation designed specifically for workforce development. This complements ongoing strategies sited in the region's corrective action plan. New tracking mechanisms have been implemented to monitor and seek improvements in safety, case note timeliness, itineraries and home visits, business contacts, and job referrals. Furthermore, the Individual Employment Plan has been revised to reference WIB-approved supportive services.

**SOUTHWEST REGION FY'03 SANCTION  
CORECTIVE ACTION PLAN  
FINAL QUARTERLY UPDATE**

**August 2, 2005**

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**Older Youth Earnings Change Measure**

**Performance Matrix/Exit Management System:** See attached charts for the last quarter and a summary of the entire year of projections.

**Training:** Three staff participated in the Heartland Workforce Development Conference in April. The Coordinator participated in the Jobs for America's Graduates (JAG) training in Washington, DC in July in order to help integrate the new JAG pilot in Southwest Missouri and leverage dual-enrollment opportunities with the JAG contractor. All staff participate in weekly training meetings to receive updates on operational issues. Several staff participate regularly in trainings offered by partner agencies in youth services, such as drug abuse awareness, probation/parole, etc.

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**Adult Earnings Change Measure and Cumulative Area Score**

**Performance Matrix/Exit Management System:** See attached charts for the last quarter and a summary of the entire year of projections.

**Training:** Eight staff participated in the Heartland Workforce Development Conference in April. Two staff members participated in the Workforce Innovations Conference in July. Provider regularly requests mandated partners to provide cross-training to provider staff. New tracking mechanisms instituted by the subcontractor have resulted in training sessions on the policies and the methodologies contained therein.

## ATTACHMENT 8: COPY OF PUBLIC NOTICE



***Matt Blunt, Governor***

Workforce Investment Board of the Southwest Region, Inc.  
730 S. Wall Avenue  
Joplin, MO 64801  
(417) 629-3000, Ext. 260  
Fax: (417) 629-3052  
Missouri Relay 1-800-735-2966 (TDD) 1-800-735-2466 (Voice)

## NOTICE OF 2-YEAR PLAN

The Workforce Investment Board of the Southwest Region, Inc. (WIB), the oversight body for the delivery of employment and training services to the Missouri Counties of Barry, Barton, Dade, Jasper, Lawrence, McDonald, and Newton, is planning to submit a 2-Year Plan.

The 2-Year Plan will be available during normal business hours to anyone for inspection and comment at the offices of the Missouri Career Center, 730 South Wall Avenue, Joplin, Missouri, 64801 and Monett Career Center, 309 East Cleveland, Monett, Missouri, 65708. The telephone number is (417) 629-3000, extension 260. Additionally, the plan will be available for review on the WIB's internet website at [www.workforcezone.net](http://www.workforcezone.net).

Interested parties may comment or may petition for disapproval by sending written notice to:

Jasen Jones  
WIB Administrative Director  
730 S. Wall Avenue  
Joplin, MO 64801

OR

Planning & Research Section  
Division of Workforce Development  
P.O. Box 1087  
Jefferson City, MO 65102-1087

Request may be based on the failure of the plan to address the needs of the area, a significant client interest, or the violation of statutory requirements.

## ATTACHMENT 9: PUBLIC NOTICE DISTRIBUTION TO DIVERSIFIED ORGANIZATIONS



September 29, 2005

Missouri Division of Workforce Development  
P.O. Box 1087  
Jefferson City, MO 65102-1087

Attention: Planning and Research Section

As Chairperson of the Workforce Investment Board of the Southwest Region, I hereby report that the following groups were identified and invited to provide comment through the Public Notice of Plan Comment.

- Southwest Missouri Community Alliance
- Barton County Achieving Wellness and Security
- Barry-Lawrence Advocates Standing Together
- Dade County Connections
- McDonald County Community Development Corporation
- Joplin Globe Diversity Committee
- University Outreach and Extension Service (each of the region's seven counties)
- Ozarks Regional Alliance
- Cornerstone, Incorporated
- Joplin Association for the Blind
- Missouri Council for the Blind
- National Federation of the Blind
- Rehabilitation Services for the Blind
- Missouri Women's Council
- NAACP of Missouri
- National Council of La Raza
- The Organization of Mexican-American Rights
- Area Agency on Aging, Region X
- Experience Works
- Economic Security Corporation
- Ozarks Area Community Action Corporation
- Harry S Truman Coordinating Council
- Southwest Missouri Council of Governments

Respectfully Submitted:

Dean Orem, Chair  
Workforce Investment Board of the Southwest Region  
730 S. Wall Avenue – Joplin, MO 64801

# THE JOPLIN GLOBE

Workforce Investment Board  
Account #75312

## AFFIDAVIT OF PUBLICATION

STATE OF MISSOURI:

COUNTY OF JASPER:

I, Daniel P. Chiodo, being duly sworn according to law, state that I am Publisher of the Joplin Globe.

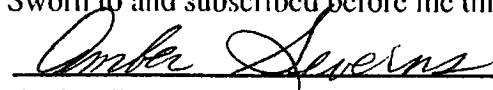
The Joplin Globe is a daily newspaper of general circulation in the county of Jasper, which has been admitted to the post office as second-class matter in the City of Joplin, the city of publication; which newspaper has been published regularly and consecutively for a period of three years and has a list of bonafide subscribers voluntarily engaged as such, who have paid or agreed to pay a stated price for a subscription for a definite period of time, and that such newspaper has complied with the provisions of section 493.050, Missouri Revised Statutes, 1959. The below listed advertisement appeared in the following issue(s):

Publication	Expire Date	Ad Caption	# Times	Amount
The Joplin Globe	9/3 & 9/15/05	Notice of 2-yr Plan	2x	\$559.94



\_\_\_\_\_  
Publisher

Sworn to and subscribed before me this 30 day of Sept. 2005



\_\_\_\_\_  
Notary Public

Amber Severns

My commission expires April 14, 2007

**It's your paper.**

# Southwest Missouri Workforce Investment Act Two-Year Plan

## Attachment 11: Negotiated Levels of WIA Performance

Category	Region PY05 Planned Level	Region PY06 Planned Level
<b>Adults</b>		
Adult Entered Employment	80.0%	81.0%
Adult Employment Retention	86.0%	86.0%
Adult Earnings Change	\$3,200	\$3,300
Adult Employment and Credential	67.0%	68.0%
<b>Dislocated Workers (DW)</b>		
DW Entered Employment	84.0%	85.0%
DW Employment Retention	88.0%	89.0%
DW Earnings Replacement (Gain)	\$1,000	\$1,100
DW Employment and Credential	73.0%	74.0%
<b>Older Youth</b>		
Older Youth Entered Employment	78.0%	79.0%
Older Youth Employment Retention	80.0%	81.0%
Older Youth Earnings Change	\$2,800	\$3,000
Older Youth Credential	49.0%	50.0%
<b>Younger Youth</b>		
Younger Youth Skill Attainment	87.0%	88.0%
Younger Youth Diploma Attainment	77.0%	78.0%
Younger Youth Retention	67.0%	67.0%
<b>Customer Satisfaction *</b>		

\* - State did not negotiate for customer satisfaction levels with region